

In line with its founding philosophy, the TAIYO YUDEN Group's avowed human resources mission is to "facilitate employees' future and excellent organizations." This means that all of the Group's human resources are healthy, both mentally and physically, and able to maximize their performance, and that all organizations form ideas of their visions of and aspirations for the future as they create flexible organizations capable of responding even as the world around them is changing. The TAIYO YUDEN Group will improve the abovementioned working environment while aiming to realize innovation by accelerating human resources development.

Diagram Showing Human Resources Strategy

Facilitate employees' future and excellent organizations

Required talents of TAIYO YUDEN

- (1) Who can create **sense of purpose** in work
- (2) Who can **create opportunities**
- (3) Who have **attractive personality**

Human Resources Development

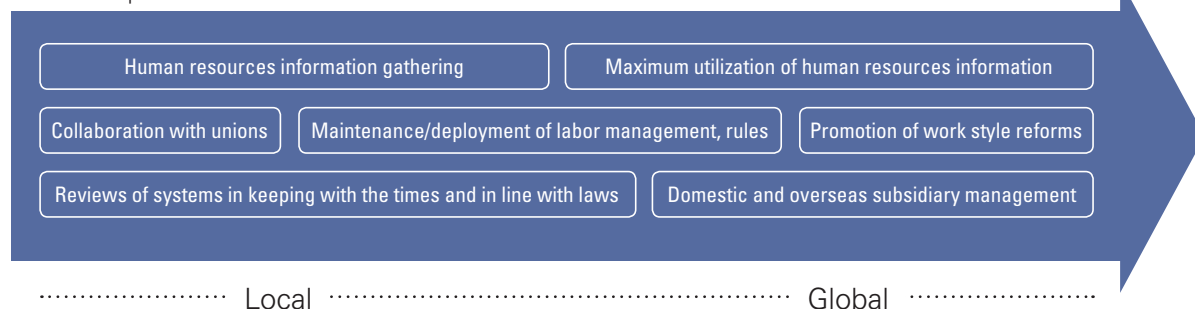
Performance maximization of Group human resources

Corporate Value Enhancement



Human Resources Governance

As a member of society creating a company that can be proud of its Group human resources



TOPICS

Certified as 2019 Outstanding Entity Engaging in Health and Productivity Management

TAIYO YUDEN was recognized as a White 500 Organization, receiving certification from the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi, which manages the Health and Productivity Management Organization Recognition Program, in the large enterprise category as a 2019 outstanding entity engaging in efforts for health and productivity management.

Recognizing that "the mental and physical health of employees" is an important management issue, we have appointed a Chief Healthcare Officer (CHO, President Shoichi Tosaka) to promote health and productivity management. Having formulated a medium-term health support plan, we are encouraging employee health promotion under themes that include "reducing the risk of lifestyle-related diseases" and "lessening the risk of mental disorders."



2019
健康経営優良法人
Health and productivity
ホワイト500

Human Resources-Related Data (TAIYO YUDEN CO., LTD. full-time employees)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	
Ratio of managers and supervisors among female employees (number of managers and supervisors) (as of April 1)	7% (39)	7% (42)	8% (50)	To create an environment where many motivated women can play active roles, we have formulated and are implementing an action plan to promote women's empowerment from April 2019 to March 2021. Diversity Promotion Activities https://www.yuden.co.jp/or/company/sustainability/society/diversity/
Number of new graduates hired (as of April 1)	55 (of whom 33% [18] women)	72 (of whom 29% [21] women)	96 (of whom 36% [35] women)	To secure and develop the diverse human resources who will be responsible for the next generation, we are continuing to hire a certain number of new graduate employees.
Ratio of those taking paid leave (as of March 31)	75.4%	77.1%	—	So that each and every person can demonstrate his or her performance to the maximum extent, the Company is working to create comfortable work environments. To encourage the taking of leave, in fiscal 2019 we have introduced a system that allows employees to take paid leave by the hour.
Average number of years of continuous employment (as of March 31)	Overall: 18.3 years (Men: 18.1 years, women: 19.5 years)	Overall: 18.3 years (Men: 18.1 years, women: 18.9 years)	—	
Job turnover (number of employees who left) (as of March 31)	1.8% (51)	1.3% (36)	—	

Executive/Next-Generation Manager Training

Our officers (including Outside Directors, Outside Audit & Supervisory Board Members, and Operating Officers) are provided with training opportunities to fulfill their roles and responsibilities from broader perspectives and with deeper insight. We have held executive training for all executives and conducted executive coaching for future manager candidates. In the years to come, officers of the Company will strive to devote themselves to their studies in good faith through training opportunities, while keeping in mind the Corporate Governance Code.



Global Human Resources Development

As a manufacturing company, TAIYO YUDEN is working to create personnel recruitment/management systems that will enable it to prevail against global competition. For overseas base human resources in particular, we are cooperating with human resources development organizations to encourage the dispatching and sending of employees to our headquarters in Japan, the implementation of a technical internship program and training that is geared toward overseas human resources, while developing specialized on-the-job training (OJT), also at our headquarters in Japan. We will continue to develop global human resources and accelerate the turning out in great numbers of global human resources who are able to play active roles in Japan and overseas.



Development of Manufacturing Talents

Through data analysis and statistical analysis training, we are making progress with further improvements in business operation and efficiency. In addition to training to learn the statistical analysis software that has been ongoing since last year, in the current fiscal year we have conducted practical statistical training for young employees by which they are able to learn, from an "awareness" of on-site improvements to quality management, production management, project management and the building in of quality at the design stage. We will continue educations for the advancement of quality- and safety-based manufacturing.

