

Value Creation Model

Megatrends

Changes in the external environment

- Progress in democratization and generalization of AI
- Rapid spread of 5G
- Evolution of autonomous driving and robotics
- Remote society



Changes in the macro-environment

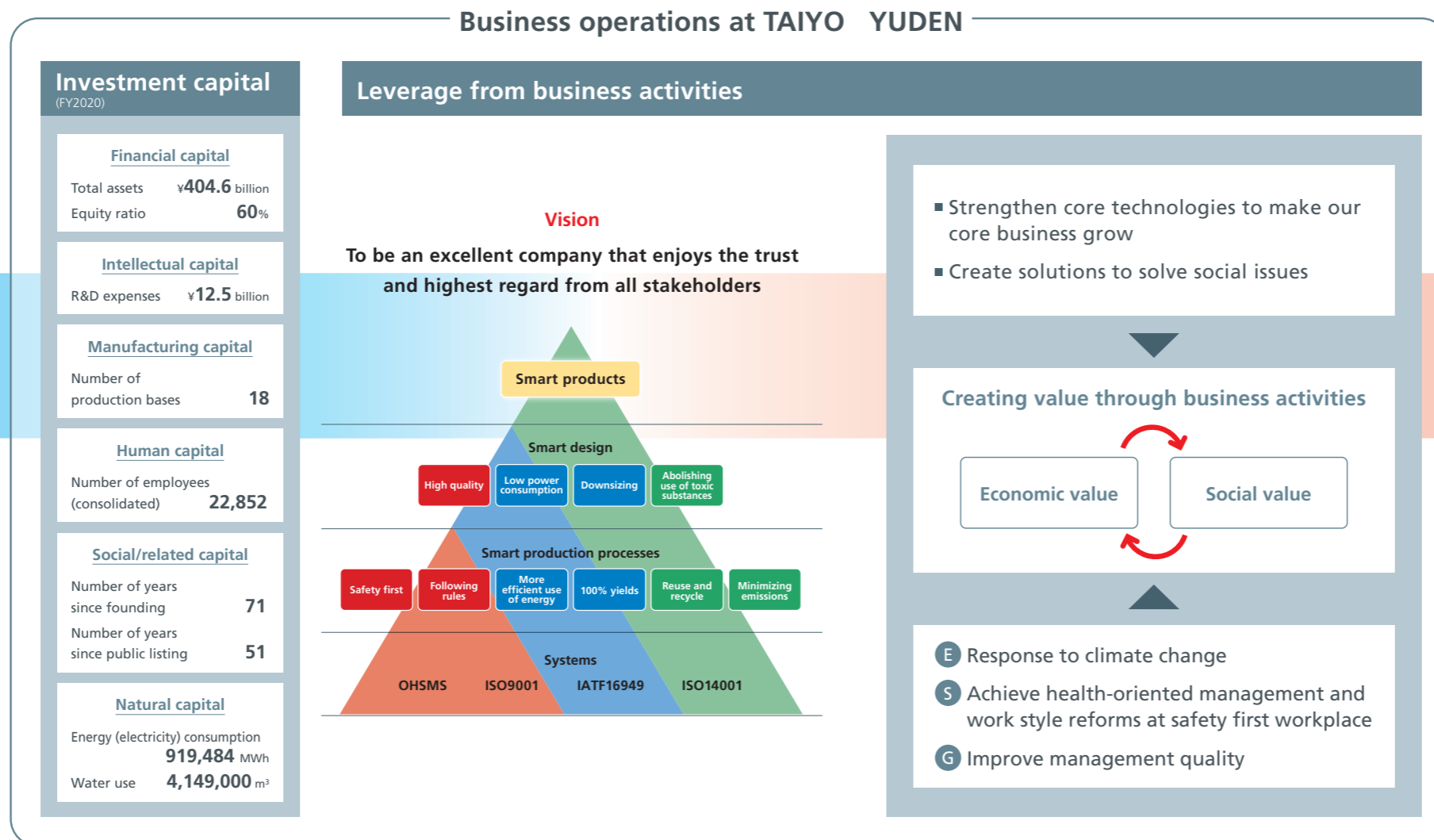
- Climate change
- Tightening environmental regulations
- International trade friction
- Threats of natural disaster and infectious disease
- Resource depletion

Having inherited the management philosophy of our founder, TAIYO YUDEN has set forth its mission for a new era, namely, to be stronger and more socially aware through the wonders of science. Achieving this mission means working to deliver wholly original products and services that demonstrate the strengths we have to offer.

Recent years, in particular, have been witness to the rise of tectonic shifts—megatrends—in domains such as technology, the environment, public health and others. For its part, TAIYO YUDEN has sought to address such megatrends with agility in the formulation of its business strategy, R&D strategy, and human resources strategy. Through business activities we are endeavoring to resolve social issues and contribute to the creation of a safe, comfortable, and convenient society, while growing together with society on a sustainable basis.

Mission | Stronger and more socially aware through the wonders of science

Management Philosophy | Employee well-being, Betterment of local communities, Responsibility to provide returns to shareholders



Outcome

Medium-term management plan 2025

[Financial]

- Net sales: ¥480 billion
- Operating margin: 15% or higher
- ROE: 15% or higher
- ROIC: 10% or higher

[Non-Financial]

GHG emissions

- Absolute amount: FY2030 25% reduction (compared with FY2020)

Waste / water use

- Basic unit (sales quantity): FY2025 10% reduction (compared with FY2020)

Safe & secure workplace / Optimization of group base functions

- Creating safe, comfortable and environmental friendly workplaces
- Incidence rate of injuries and illness: < 0.016
- Accident frequency rate: < 0.08

Work style reforms / Diversity

- Work engagement: 2.5 or higher
- Rate of newly recruited female graduates: 30% or higher