# **CONTENTS**

- 4 TAIYO YUDEN's Mission
- 6 Our Profile

## Section 1

# VALUE CREATION **STORY**

- 9 Mission, Management Philosophy, Vision
- 10 History of Value Creation
- 12 TAIYO YUDEN's Value Provision
- 14 Business Activities that Provide Value
- 16 Materiality
- 18 Medium-term Management Plan 2025 (FY2021-FY2025)
- 20 Financial and Non-financial Highlights
- 22 Message from the President
- 28 Message from the Officer in charge of Finance

## Section 2

- 32 Smart Product Development System
- **STRATEGIES FOR THE CREATION OF VALUE**
- 34 Market Environment and Business Development 36 Value Creation Model
- 38 At a Glance
- 40 Feature 1: Product-driven Advances in Digital Transformation (DX)
- 44 Feature 2: Solutions to Solve Social Issues
- 46 R&D

# Section 3

# FOUNDATION **UNDERPINNING** VALUE CREATION

- 52 Roundtable Discussion with the Outside Directors
- **56** (G)Corporate Governance
  - 62 Compliance and Risk Management
- 64 Executives
- 66 Sustainability / (E)Environment Activities
  - 68 Efforts to Address Climate Change
  - 73 Efficiently Using Resources and Helping to Build a Recycling-Based Society
- 74 (S)Social Activities
  - 76 Human Resources Strategy
- 81 External Evaluation

### **Data Section**

- 82 11-year Financial and Non-financial Summary
- 84 Financial Review
- 86 Consolidated Financial Statements
- 94 ESG Data
- 96 Corporate Data
- 97 Stock Information

# On the Publication of the Integrated Report 2022

TAIYO YUDEN began its five-year medium-term management plan 2025 in FY2021. This report focuses on our efforts under the plan which aim to enhance our corporate value by increasing both our economic and social value. We have sought to provide easy-to-understand explanations on these so that even first-time readers may understand TAIYO YUD-EN's value creation. On top of this, we have worked to expand the content of the report, working to enhance the guantitative and qualitative information listed on ESG in particular based on feedback we have received through dialogue with our stakeholders.

In preparing the report, the President, the officer in charge of corporate planning, other members of management and each division collaborated to ensure that a proper process was followed. We hope that reading this report will help provide you with a better understanding of the TAIYO YUDEN Group.

We will continue to place value on the dialogue we have with our stakeholders and strive to enhance both our information disclosure and transparency. We appreciate any candid feedback you may have.

### Departments involved in the publication of the Integrated Report 2022 (in alphabetical order)

#### TAIYO YUDEN CO., LTD.

Accounting Department, General Affairs Department, Human Resources Department, Intellectual Property Department, Legal Department, Management Information System Department, President's Office, Procurement Management Department, Public Relations Department, Research and Development Laboratory, and Sustainability Development Department

#### Scope of Report

This report covers (as of March 31, 2022) 32 companies, comprising TAIYO YUDEN, 11 domestic subsidiaries and 21 overseas subsidiaries

#### Reference Guidelines

For editing purposes, reference was made to the International Integrated Reporting Framework recommended by the IFRS Foundation and the Guidance for Collaborative Value Creation provided by the Ministry of Economy, Trade and Industry. For ESG-related information, we referred to the Ministry of the Environment's Environmental Reporting Guidelines (2018 version). We also used the GRI Standards as a reference guideline.



# Our GRI Standard Table

can be viewed on our website: https://www.yuden.co.jp/or/company/sustainability/misc/GRI/

For details on TAIYO YUDEN's financial and non-financial information, please visit our website at:

Investor Relations https://www.vuden.co.ip/or/ir/



October 2022

# Katsuya Sase

Director and Senior Executive Operating Officer, Chief of Management Planning Headquarters

#### Notes

- In this report, the fiscal year will be displayed as follows. Example: April 1, 2021 to March 31, 2022 FY 2021 or fiscal year ended March 2022
- The figures in this report omit amounts less than hundred million yen and 1 million yen and displays it.
- The English-language version of this report is based on the Japanese-language version. With the exception of the financial statements, all figures presented have been rounded down to the nearest appropriate unit. As a result, there are cases when a presented figure differs slightly from the equivalent figure in the financial statements.
- The contents of this report are correct as of June 29, 2022.

#### Disclaimer

This report is intended to provide information about the business performance and strategies of the TAIYO YUDEN Group. It is not intended as an inducement to purchase or sell stock in TAIYO YUDEN. Statements in this report that are not historical fact are forward-looking statements based on the current beliefs, estimates and expectations of TAIYO YUDEN Group management. As these beliefs, estimates and expectations are subject to a number of risks, uncertainties and assumptions, actual results may differ materially. TAIYO YUDEN undertakes no obligation to update any forward-looking statements, and shall in no event be liable for any damages arising out of the use or interpretation of this material. Please refrain from copying or disseminating this material without the prior consent of TAIYO YUDEN.

https://www.yuden.co.jp/or/company/sustainability/

