Medium-Term Management Plan 2030

Basic Policy

Enhance corporate value by focusing on economic and social value, positioning ourselves as a significant electronic component manufacturer

Improving Economic Value Through Strengthened QCD
(Business continuity and expansion; and strengthening corporate growth potential)

Business Model
Based on the electronic components business, develop materials and leverage our advanced technological capabilities to consistently create high-value-added, high-quality products.

Establish a firm position for MLCC, our core business. Build a well-balanced corporate structure upon a second pillar of inductors.

Q [Development Capability]	Identify cutting-edge market zones as a main target and expand share in high-value-added products.
C [Profitability]	Expand the business by focusing on areas where product value is well evaluated to generate stable profits.
D [Supply Capability]	Expand capacity and build a borderless production system with an uninterruptable supply to customers, even in the event of a disaster or geopolitical risk.

Enhance Social Value Through Environmental and Social Activities
(Improving social and planetary sustainability)

Sustainability Action
Aim to achieve sustainable well-being through our corporate activities

Solve Social Issues	
E [Environmental]	Contribute to the realization of a recycling-oriented society by integrating GHG reduction activities with business operations and strengthening the use of renewable energy and resources.
S [Social]	Make Safety First the foundation of business activities. Pursue human capital management and foster workplaces where employees enhance their value and maximize their capabilities.
Create Social Value	
E/S [Environmental/ Social]	Develop products and solutions that contribute to a healthy, safe, and secure citizen life, thereby contributing to society.

G [Governance]: Pursue governance that enhances sustainable management quality, supports corporate activities, and increases trust from stakeholders.

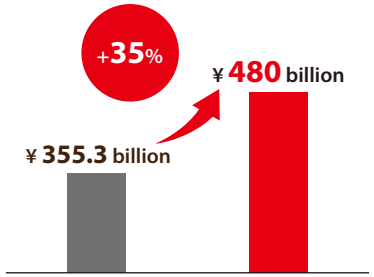
Key Performance Indicators

Achieve the targets not achieved under the Medium-Term Management Plan 2025; post record-high net sales and operating profit.
Social value has set new targets for occupational injuries and employee well-being.

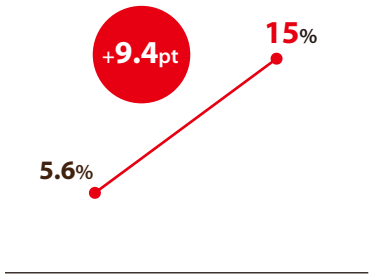
Economic Value

	Target for FY2030
Net sales	¥480 billion
Operating margin	15%
ROE	15%
ROIC	10%

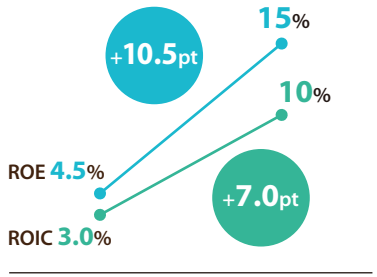
Net sales



Operating margin



ROE/ROIC



Growth Strategy

- Expand sales of high-value-added products
- Increase proportion of sales in focus markets

Social Value

		Target	Target Year	Report Page
Environmental	Carbon neutrality	Achieve (Scope 1 + 2)	FY2050	Environmental Initiatives
	Renewable energy adoption rate	100%	FY2040	
	GHG Scope 1 + 2 emissions	42% reduction compared to FY2020	FY2030	
	GHG Scope 3 emissions	25% reduction compared to FY2021	FY2030	
Social	No. of serious occupational accidents	Zero (FY2026–FY2030)	FY2030	Health and Safety
	HR Well-being Index	Improvement rate of 10% or higher	FY2030	Human Resources Strategy

Sales Plan by Product

TAIYO YUDEN expects net sales to increase across all three segments in line with expanded sales of high-value-added products.
We aim to achieve a 60% proportion of sales in focus markets by FY2030.

Capacitors

FY2025 Results ¥251.8 billion

US$1 = ¥149.99

Target for FY2030 ¥314.0 billion

Assuming US$1 = ¥140

Initiatives

- Expand sales opportunities for high-value-added products for AI servers to meet the demand for more compact size and larger capacity
- Expecting the increase in the number of capacitors installed per unit for automotive applications to remain stable as the ratio of ADAS installed in automobiles rises and becomes more sophisticated

Inductors

FY2025 Results ¥64.3 billion

Target for FY2030 ¥113.0 billion

Initiatives

- Demand for power inductors for AI servers increased significantly due to changes in power delivery methods
- The number of inductors installed per unit for automotive applications is increasing in line with the rise in the ratio of ADAS installations and the sophistication of products
- Metal products for communication equipment maintained high market share, supported by needs for miniaturization and higher currents

Others

FY2025 Results ¥39.2 billion

Target for FY2030 ¥53.0 billion

Initiatives

- Increased sales of hybrid aluminum electrolytic capacitors (hybrid capacitors) with the shift to 48V in automobiles, etc.
- Expanded sales of communication devices for automobiles by taking advantage of their high reliability, and entered new markets
- Expanded sales of new businesses and products

Percentage of Sales in Focus Markets

IT Infrastructure/Industrial Equipment
+
Automotive

FY2025 Results 54%

Target for FY2030 60%