



TDK Investor Day 2026

**To Enhancement of
Corporate Value through
Pre-Financial Capital**

**TDK Corporation
IR&SR Group, Corporate Strategy HQ
September 1, 2026**



Agenda

- 1. Opening Remarks**
- 2. CHRO Session**
Human Capital Management
- 3. CTO Session**
Cutting-edge Technology
- 4. Q&A Session**

My Commitment as President & CEO

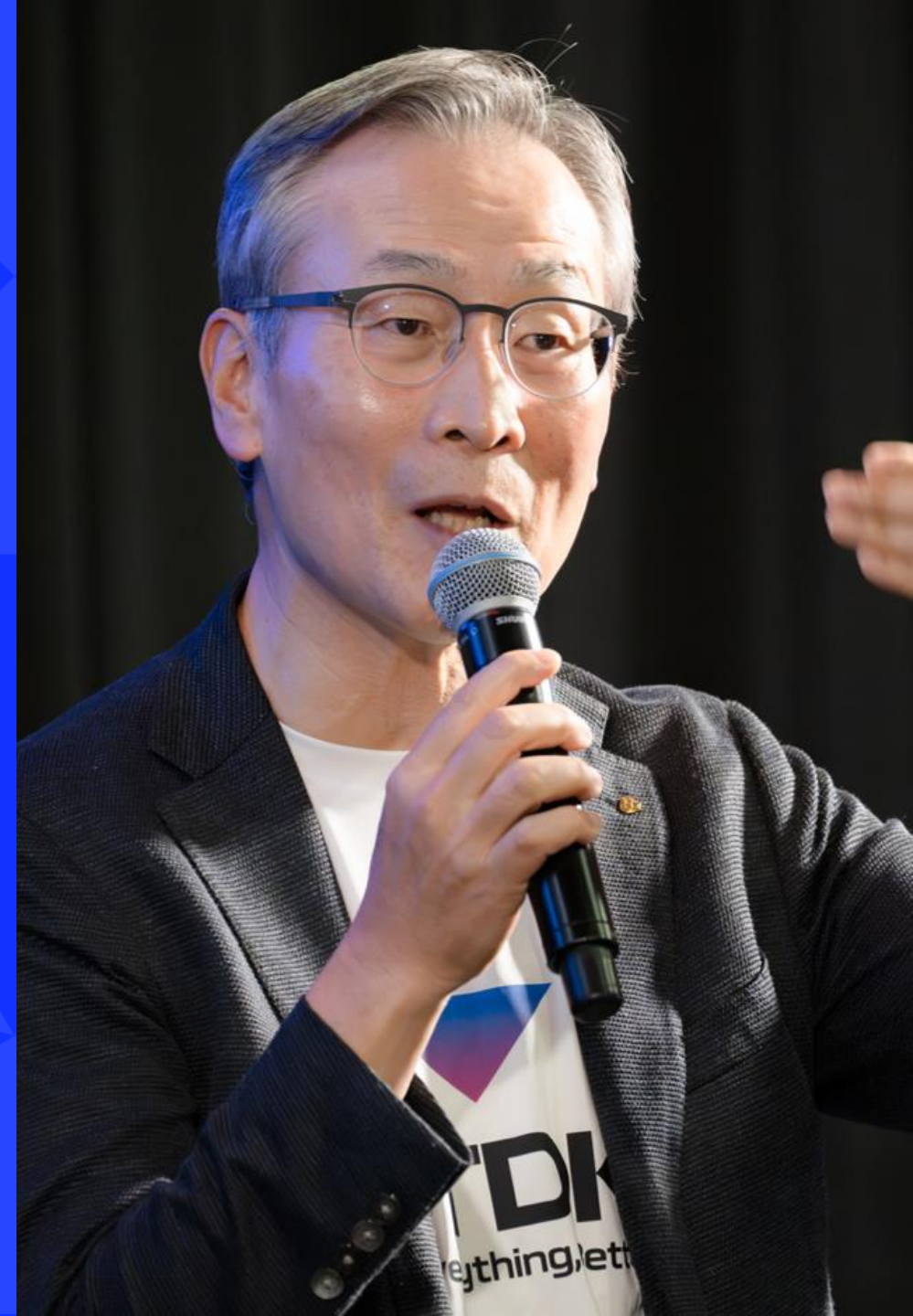
- We have formulated our vision of what we want to be 10 years from now (Long-term Vision). We have back-casted from our vision for 10 years to identify the path to enhancing our corporate value.

▼ Today's Topic

- **Based on our materials × process × software technologies, we will become the No.1 partner for our world-wide customers and accelerate social transformation for a sustainable future.**
- We will enhance our business portfolio management, increase the spread between ROIC and WACC, increase cash flows, improve capital efficiency, and strengthen business management to increase financial capital.

▼ Today's Topic

- **We will evolve the Ferrite Tree and reinforce business management to increase pre-financial capital, which is the source of future cash flows.**
- We will focus more on investor dialogue and investor relations.



Pre-Financial Capital Supporting the Long-term Vision

Long-term Vision “TDK Transformation” TDK’s Business Model



Capability of
management transformation



Strategic position

Key Issues (materiality)

Value Creation and Establishment
of Competitive Advantage
through Business Activities

Create Customer Value and
Build Strong Relationships

Contribute to Social
Transformation through R&D

Stabilize Supply of High-quality
Products and Increase
Production Efficiency

Strengthening of the
Management Foundation that
Envisions and Realizes the Future

Transformation through
Promoting and Cultivating
Diverse Pool of Human
Resources to Further Enhance
Competitive Advantage

Advance Group Governance

Address Environmental and
Social Issues

Medium-term Plan

1

Strengthen
Management Focusing
on Cash Flows

2

Enhance Business
Portfolio Management
(Emphasizing ROIC)

3

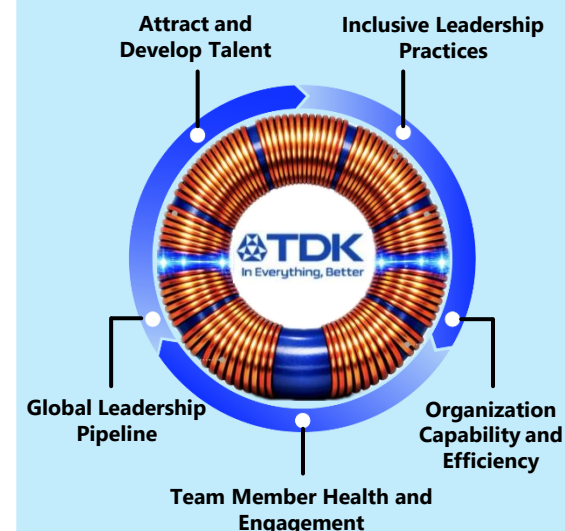
Evolve the Ferrite Tree
(Pre-financial Capital)

Human Resources Strategy

Three Key Initiatives

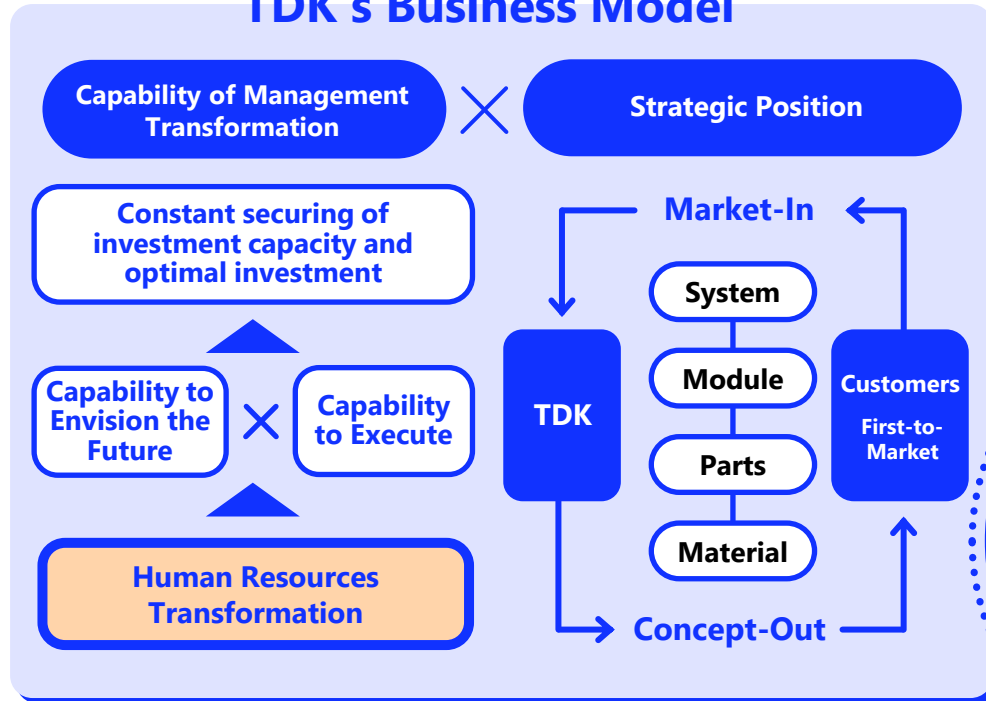
- Enhancement in Human Capital as a Change Driver
- Strengthening in Value Creation through TDK United
- Advancement in Technical Capability

Five Pillars of Strategy Execution



"RENDO" Alignment of HR Strategy with Corporate Strategy

TDK's Business Model



As the talent portfolio should be

- **Strengthening the talent**
Who drive the business transformation /
Who drive the innovation / Who is capable
of AI/Software / Who can provide solution

Management issues

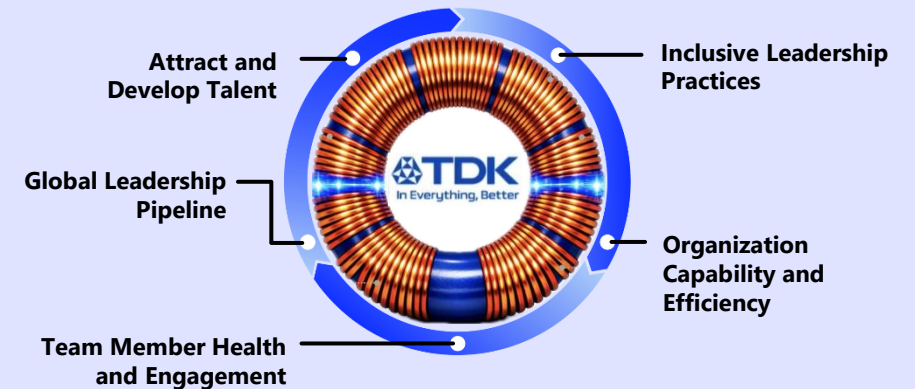
- **Strengthen existing businesses**
- **Business portfolio transformation**
Leveraging innovation / Strengthening software
technology / Strengthening solution business

Human Resources Strategy

Three Key Initiatives

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- Strengthening in Value Creation through TDK United
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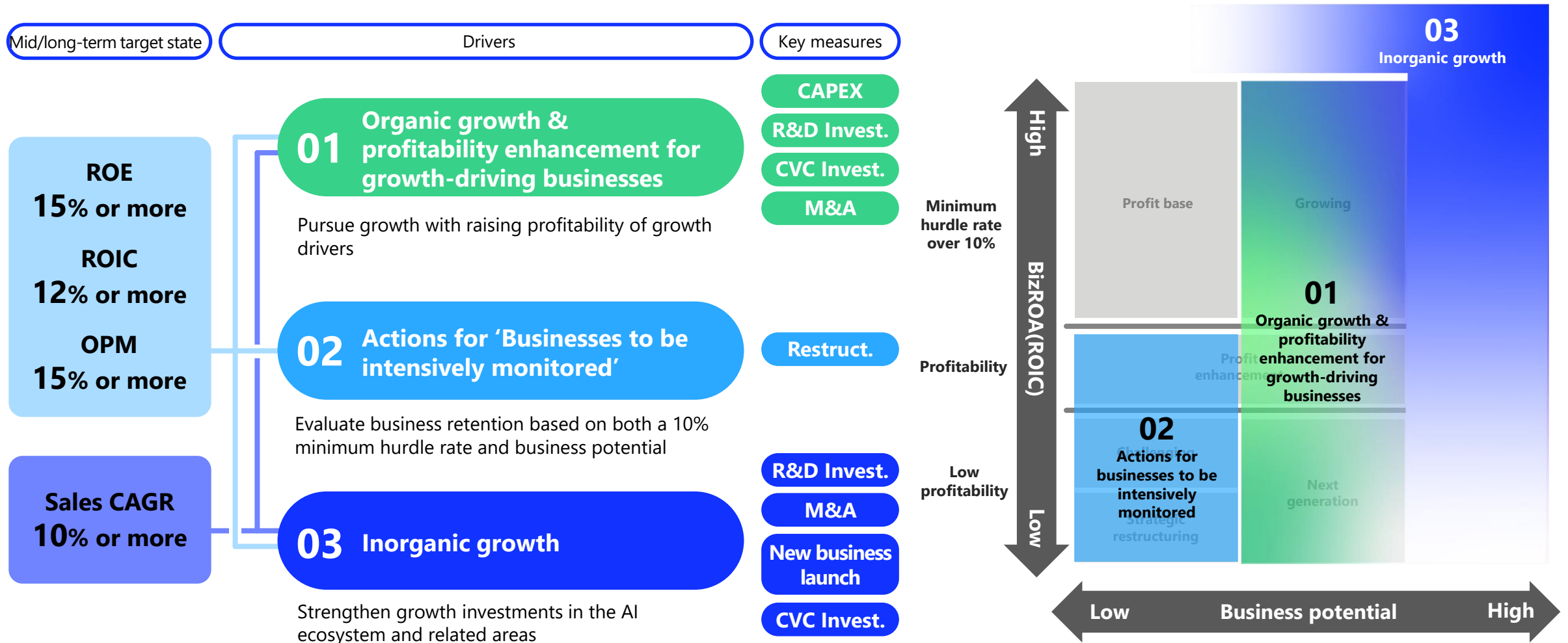
Five Pillars of Strategy Execution



Corporate Strategy
united
with HR Strategy

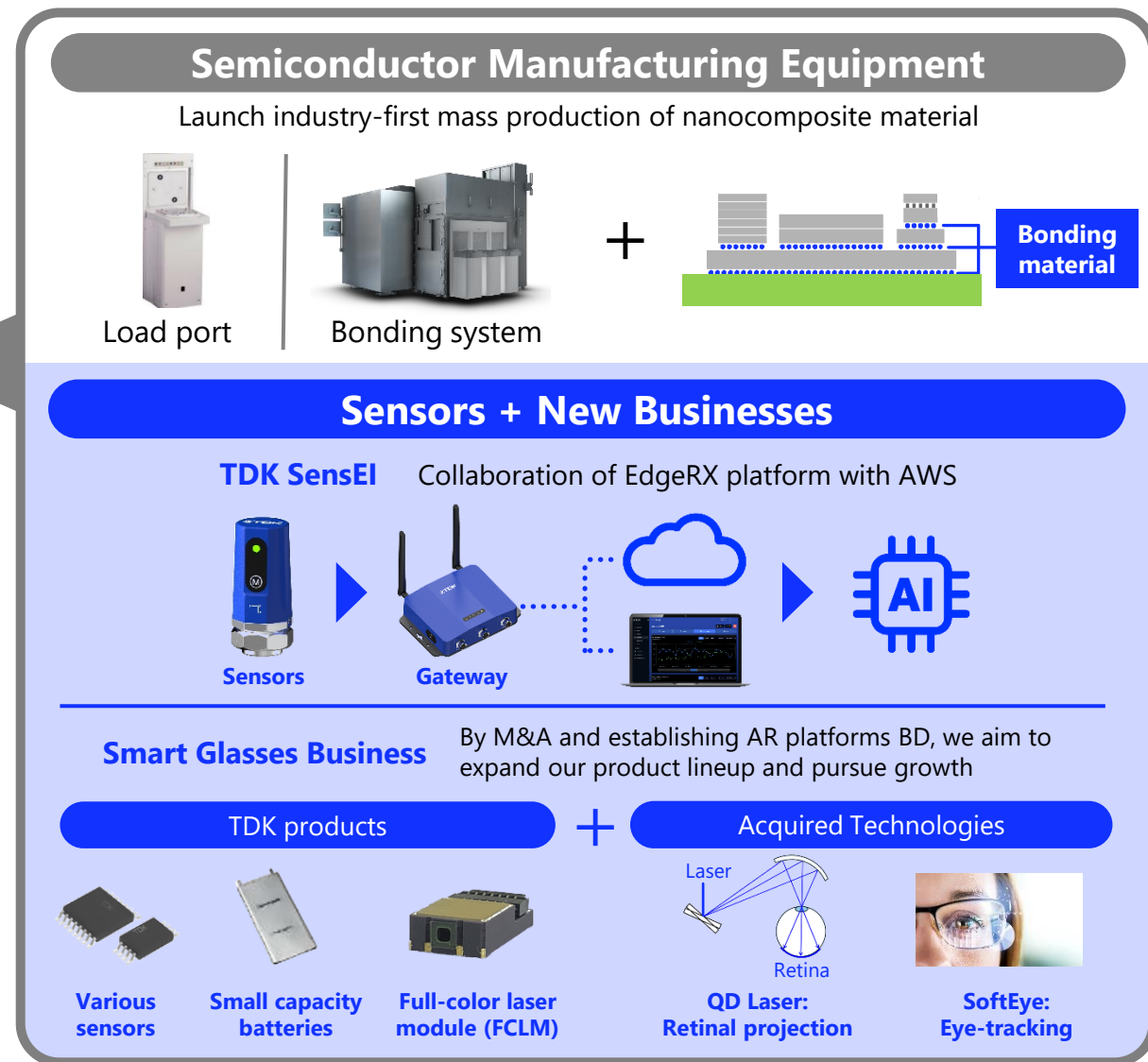
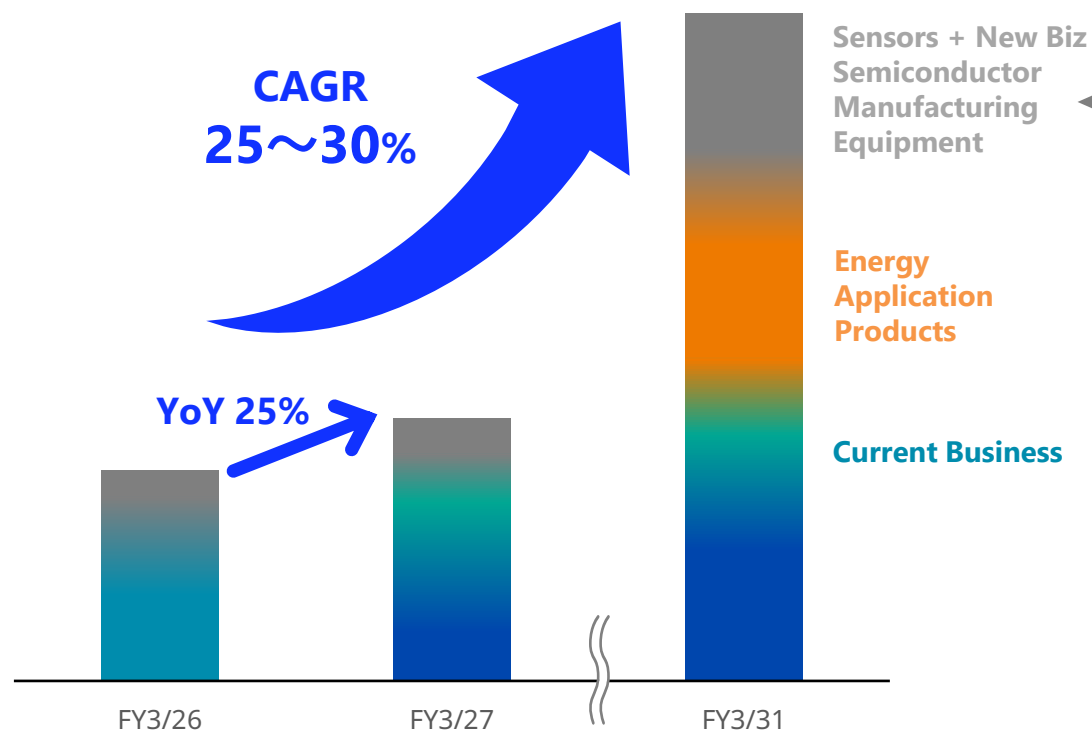
Toward Realizing Our Mid- to Long-term Target State

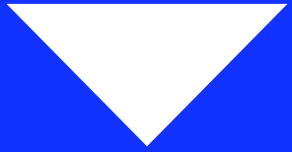
We will further advance our business portfolio management by pursuing both organic and inorganic growth.



We Will Help Boost Sales for the Entire AI Ecosystem

Sales for AI Market (FY3/26 Actual - FY3/31 Target)





Human Capital Management, Fueling Innovation & Inclusive Growth

Andreas Keller

Executive Vice President,
CHRO and General Manager of
the Human Resources HQ



Andreas Keller

Executive Vice President,
CHRO, and GM of the Human Resources HQ

Early Career

- Started career at Hilton

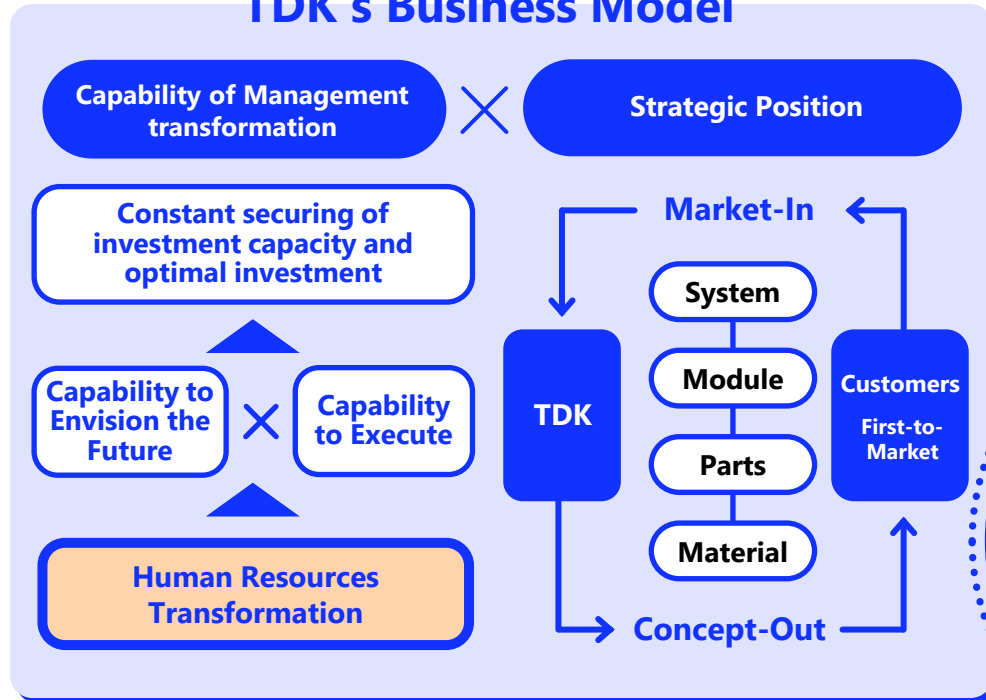
Career at TDK

- | | |
|------|---|
| 2000 | Joined the TDK Group |
| 2017 | GM, HR & Administration HQ |
| 2018 | GM, Human Resources HQ (present post)
Corporate Officer |
| 2021 | Senior Vice President |
| 2023 | Chief People and Sustainability Officer |
| 2025 | Executive Vice President (present post)
Chief Human Resources Officer (present post) |



“RENDO”Alignment of HR Strategy with Corporate Strategy

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Management issues

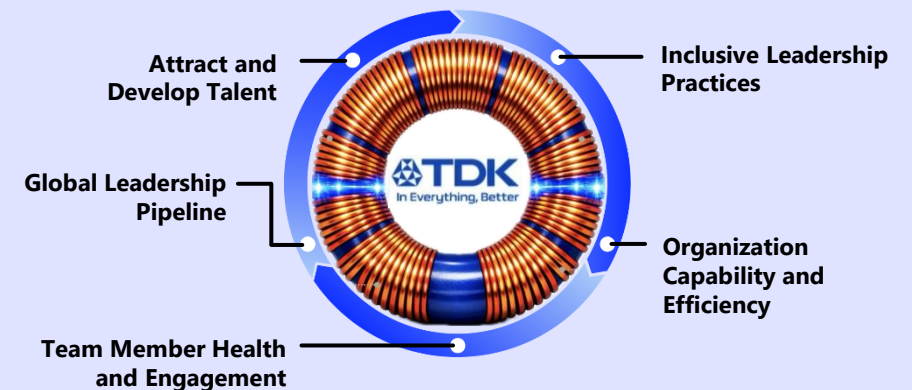
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Human Resources Strategy

Threes Key Initiatives

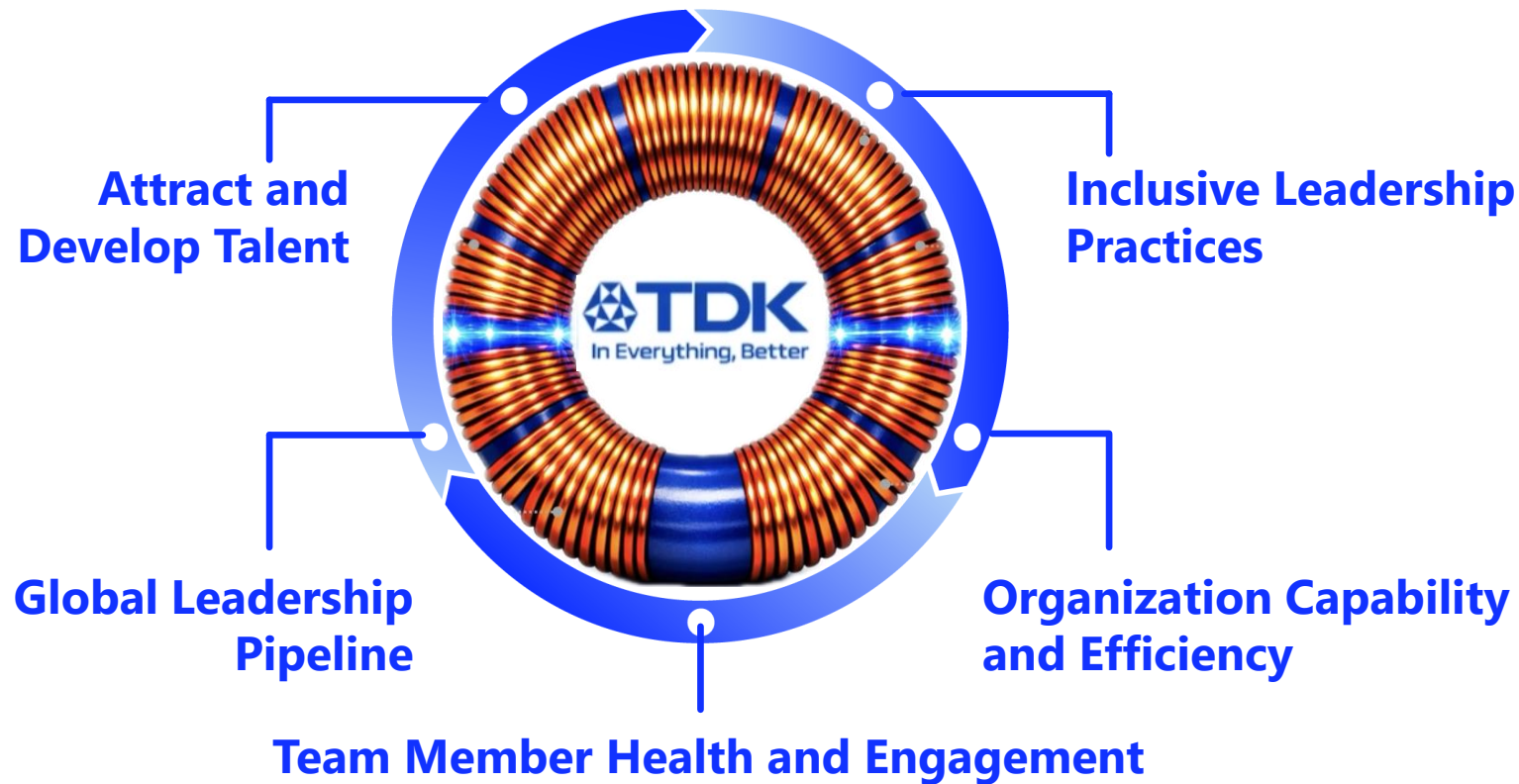
- Enhancement in Human Capital as a Change Driver
- Strengthening in Value Creation through TDK United
- Advancement in Technical Capability

Five Pillars of Strategy Execution



TDK Human Induction Cycle

Same as how an inductor stores energy in a magnetic field for efficient release, TDK's Human Capital brings out individual potential, enhances them through culture, delivers it as societal value through TDK Transformation.



Three Key Initiatives

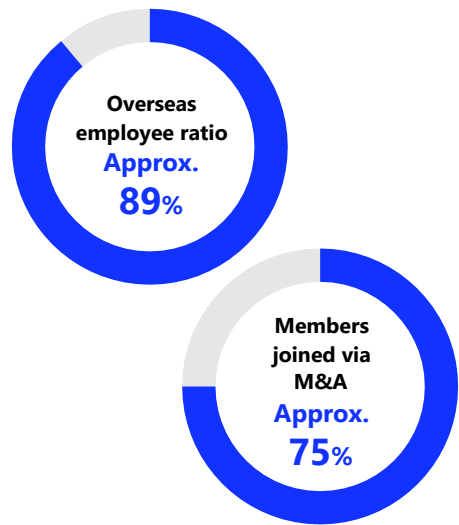
- **Enhancement in Human Capital as a Change Driver**
- **Strengthening in Value Creation through TDK united**
- **Advancement in Technical Capability**

TDK Human Capital Value Creation Model

Human Capital

INPUT

Talent with diverse abilities, skills, and personalities



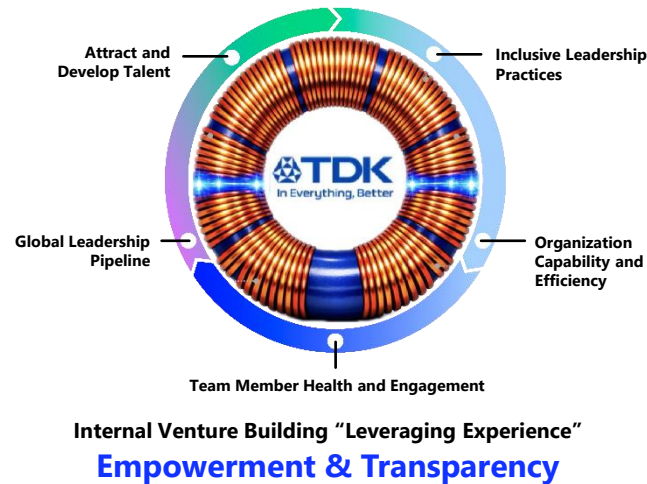
M&A Success with uniqueness of embracing culture and realizing dream with support of TDK's asset.

Human Resources Strategy

Threes Key Initiatives

- Enhancement in Human Capital as a Change Driver
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- Advancement in Technical Capability

Five Pillars of Strategy Execution



OUTPUT

	FY3/26 Result	FY3/27 Target
Engagement Score	76pts.	YoY+
Response rate	92%	80%+
Communication score	71pts.	75+pts.
Number of GMDP*1 participants	367	500+
Ratio of female participants in GMDP	26%	30%
Successor readiness rate for Top Executives	212%	200%+
Number of Applicants*2	140%	YoY+

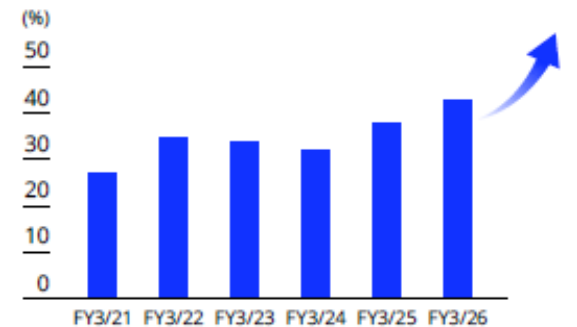
Financial Capital

Operating profit/employee

(ten thousand yen)



Human capital ROI*3



TDK United

TDK's Unique Corporate Culture

Venture Spirit

Respect for Diversity

Functional Equality

*1 Global Management Development Programs *2 This applies only to new graduates for generalist positions at TDK Corporation.

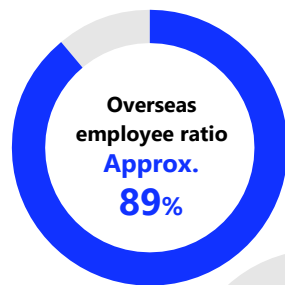
*3 Operating Profit ÷ Human Capital Cost. Human capital cost is calculated based on employee benefit expenses. This report prioritizes data disclosure, with plans to consider benchmark-based targets going forward.

TDK Human Capital Value Creation Model

Human Capital

INPUT

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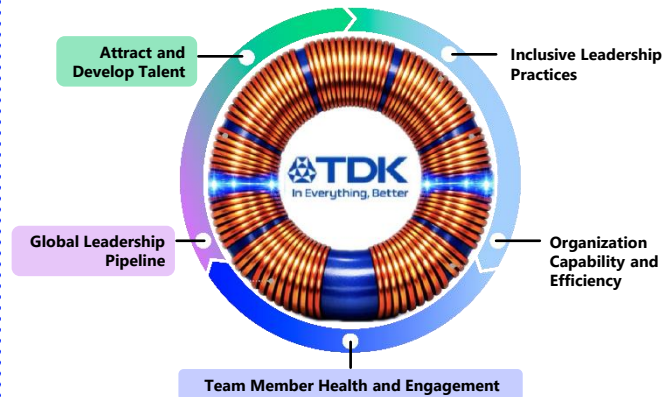
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Five Pillars of Strategy Execution



Internal Venture Building "Leveraging Experience"
Empowerment & Transparency

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Functional Equality

Venture Spirit

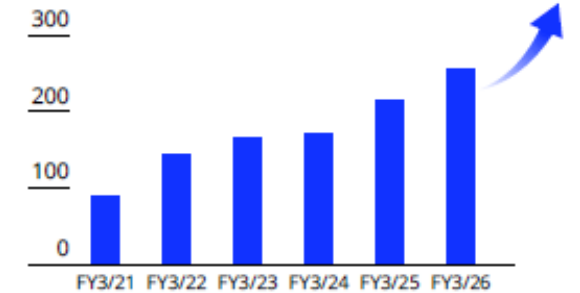
Diversity

Diversity

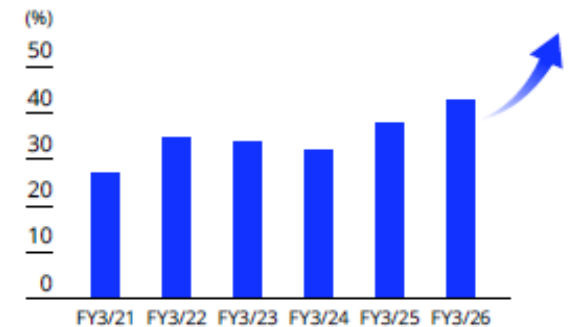
Financial Capital

Operating profit/employee

(ten thousand yen)



Human capital ROI*3



TDK United

TDK's Unique Corporate Culture

Venture Spirit

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Team Member Engagement



We monitor communication-score to enrich the corporate culture of Functional Equality.

Initiatives

- Establish readily-accessible communication channels
- Support global collaboration, effective communication
- The company-wide Town Hall, in which all team members are informed about important developments in the company and can ask questions directly to the Management Board

KPI Progress	FY3/24	FY3/25	FY3/26	Target (FY3/27)
Engagement score	72pts.	72pts.	76pts.	+ Last Year
Communication score	67pts.	68pts.	71pts.	75pts. or more
Response rate	80%	90%	92%	80% or more

New Member Induction Ceremony & Welcome Party*



* April 2026

Town Hall Meeting** Quarterly, Globally held



**4 times in FY3/26

International Women's Day***



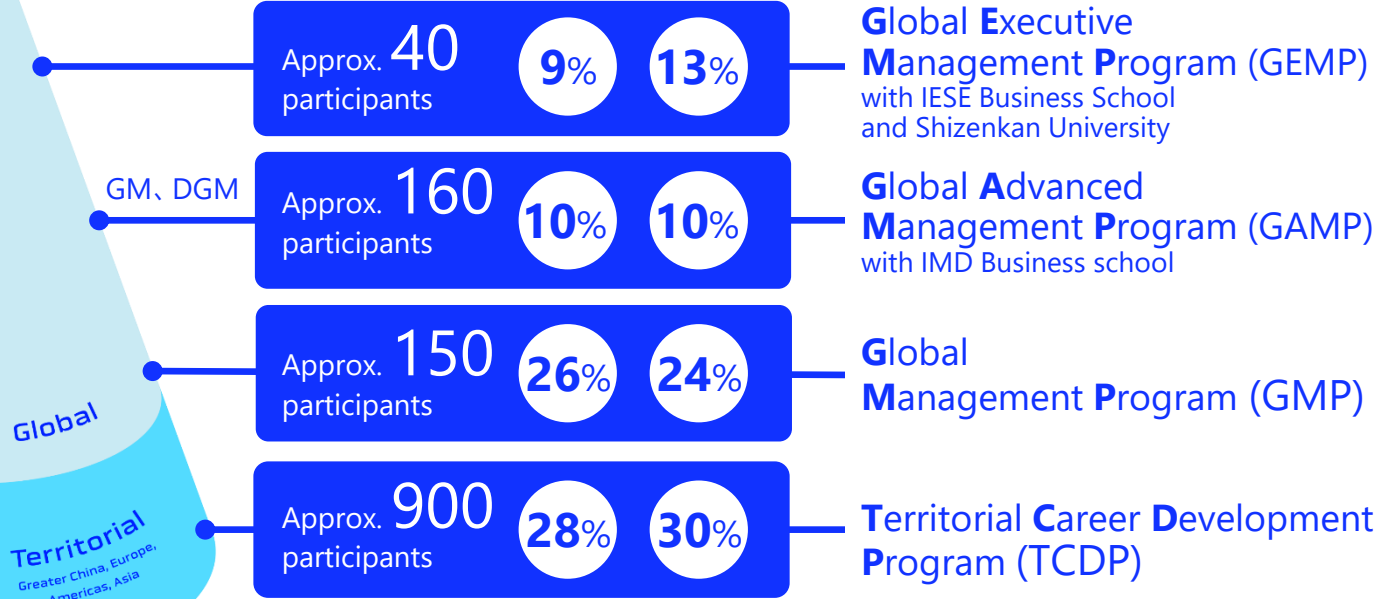
*** March 2026

Global Leadership Pipeline (GMDP=Global Management Development Program)

Strengthening Global Leadership and Enhancing TDK's Competitiveness



Percentage of female
FY3/25 FY3/26



KPI Progress

	FY3/24	FY3/25	FY3/26	Target (FY3/27)
# of GMDP	193	179	188	
	Accumulate	179	367	500+ *
% of female in GMDP	25.4%	25.7%	26.1%	30%
Successor readiness for top Executives	139%	190%	212%	200%+

*The target is a three-year cumulative number in the current Medium-term Plan



*** The cumulative number of participants for each training program is as of July 2026. These figures may be subject to change depending on future updates to the calculation methodology.

Outcome of Cross Functional and International GMDP Training

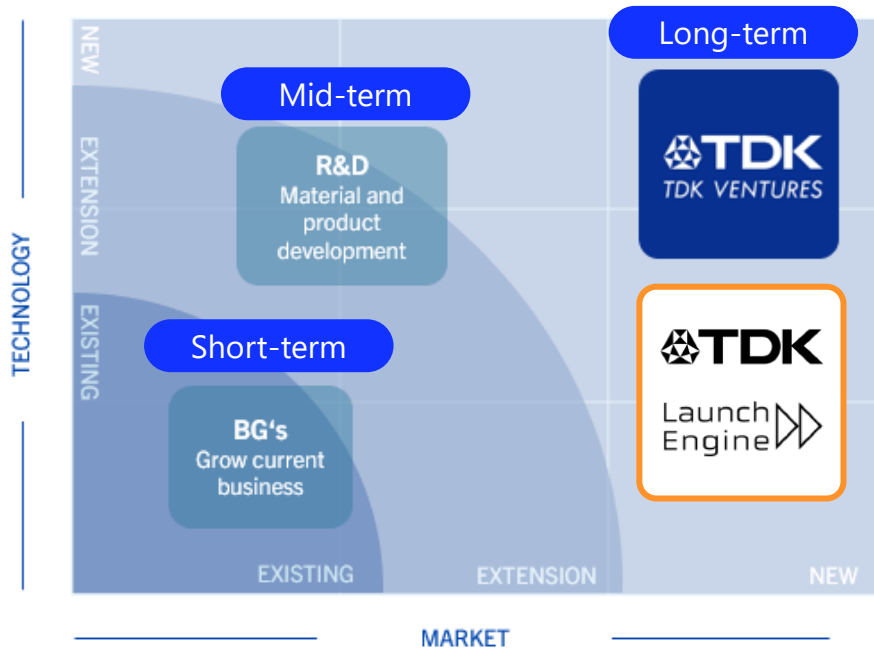


GMDP build not only a global leadership pipeline but also business models.

Internal incubator program and SensEI was established through **GEMP**(**G**lobal **E**xecutive **M**anagement **P**rogram).

“TDK LaunchEngine”- In-House Incubator Program

At TDK, we take on the challenge of creating new value by applying our entrepreneurial spirit across organizational hierarchies, job titles, and operational roles.



Two companies through In-House incubation program

DENPAFLUX

Previously mitai

Industry's first interactive EMC visualization platform

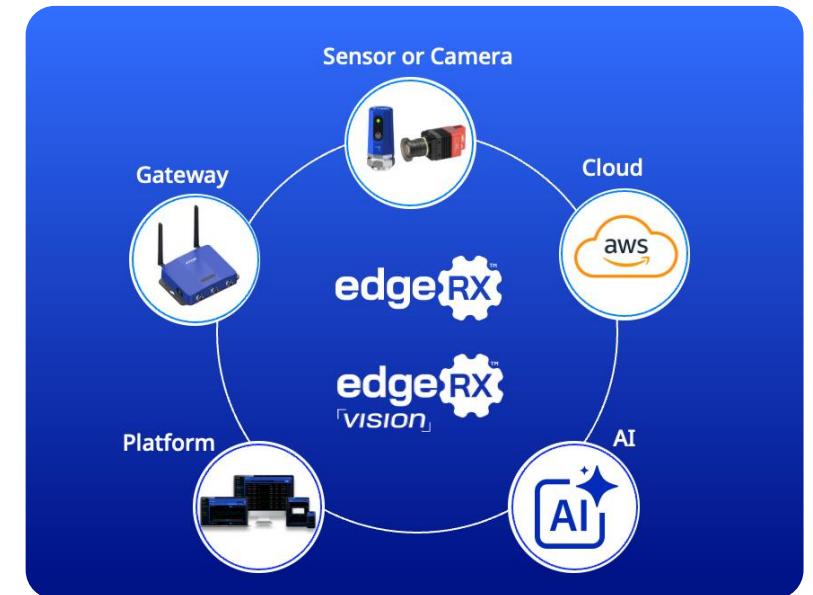


PFASUIKI

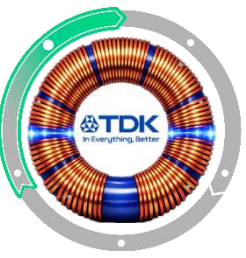
Develops sustainable technologies that permanently destroy PFAS — the toxic 'forever chemicals' — tackling one of today's toughest environmental challenges.

SensEI

SensEI was established by outside the Sensor business group from GEMP.

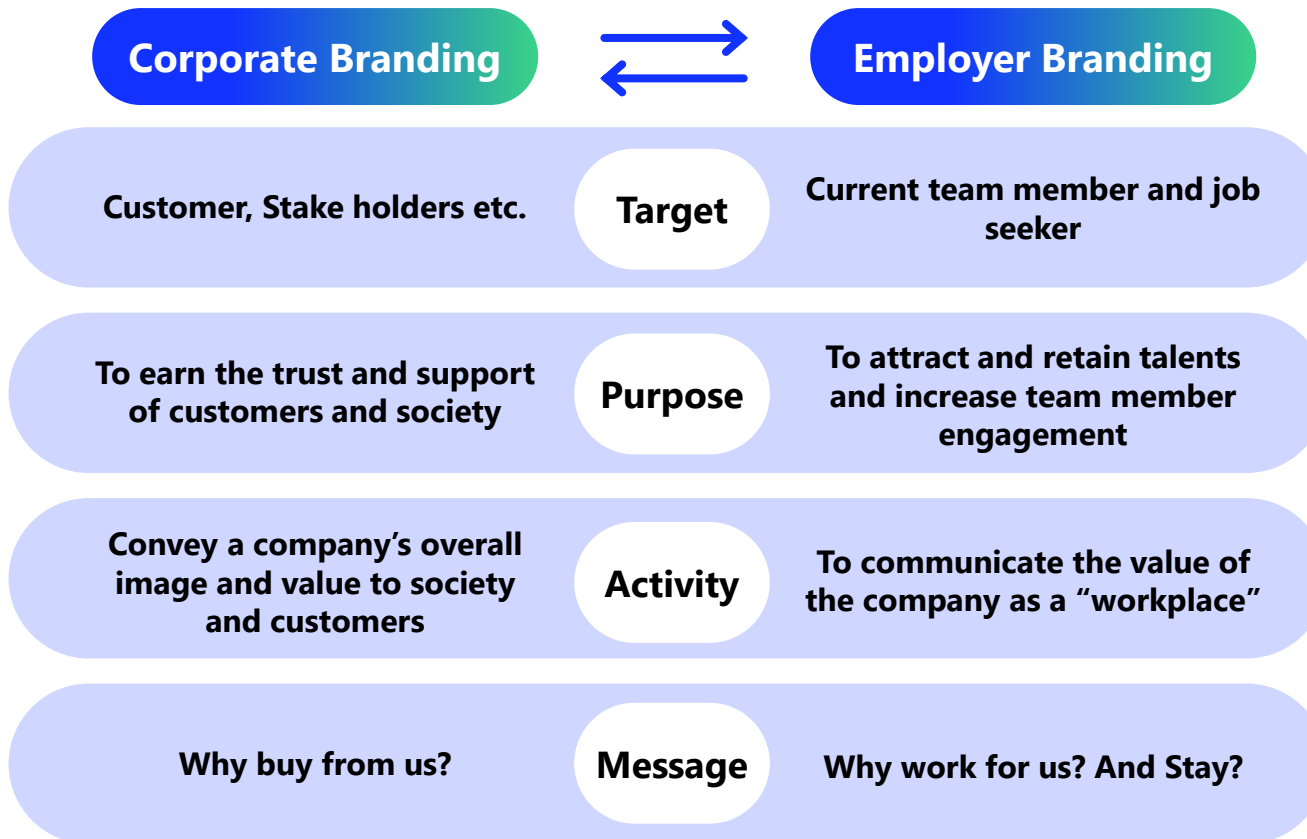


Employer Branding Initiatives



Employer branding communicates our values, impact, and growth opportunities as an employer. It helps engage current team members, attract job seekers, and foster collaboration across locations.

RENDO, alignment



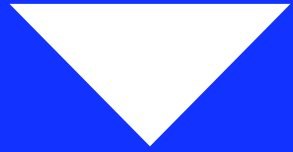
Three outcome

- Becoming an employer of choice for job seekers
- Giving team members reasons to stay and grow at TDK
- Strengthening the human resources pipeline for management

Four targets

- Establishing a Truly Unified Global Identity
- Consistency of Messaging in the Global Market
- Clearly Communicating Our Appeal as an Employer
- Building Long-Term Trust

Employer Branding is not merely a communication initiative. It is a strategic business lever that drives competitiveness and sustainable growth.



Greg Brower

Head of HR Business Partnering function

Early Career

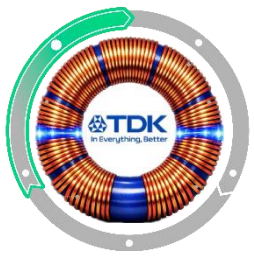
- Started career at Cisco

Career at TDK

2017	Joined TDK (with the InvenSense acquisition) Head of HR for MEMS Business Group
2023	Assumed responsibilities across Global HR
Present	Head of HR Business Partnering function for TDK



High-autonomy Integration to Structured Alignment “RENDO” Driven by Employer Branding



People, stories, photos, videos...

**Employer
Branding
Content Pool**

Global LinkedIn Life

Local Employer Branding



Career Website

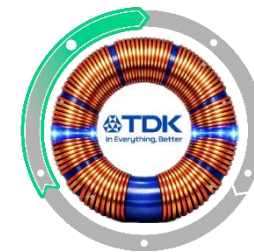
Social Media

Local & Targeted Recruiting Campaigns

A single person, team, story, project or photo creates valuable connection to attract top technical talent

Attract Talents

To attract more job seekers and engage current team members, TDK started Employer Branding activities.



Initiatives to Attract More Candidates

- Employer branding communicates our values, impact, and growth opportunities as an employer.

KPI Progress

	FY3/26	Target (FY3/27)
Number of Applicants* Growth %	140%	+ Last Year

*This applies only to new graduates for generalist positions at TDK Corporation.

Job Offer Ceremony at the World Athletics Championships



Inviting students to the TDK Tokyo E-Prix (Formula E)



Global Town Hall meeting online EU/US time zone



Improving external recognition



SX Brand
(2025, 2026)



Health & Productivity
Management Organization
Recognition Program
(2023-2026)

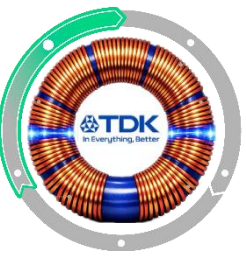


work with Pride
Gold (2024,2025)



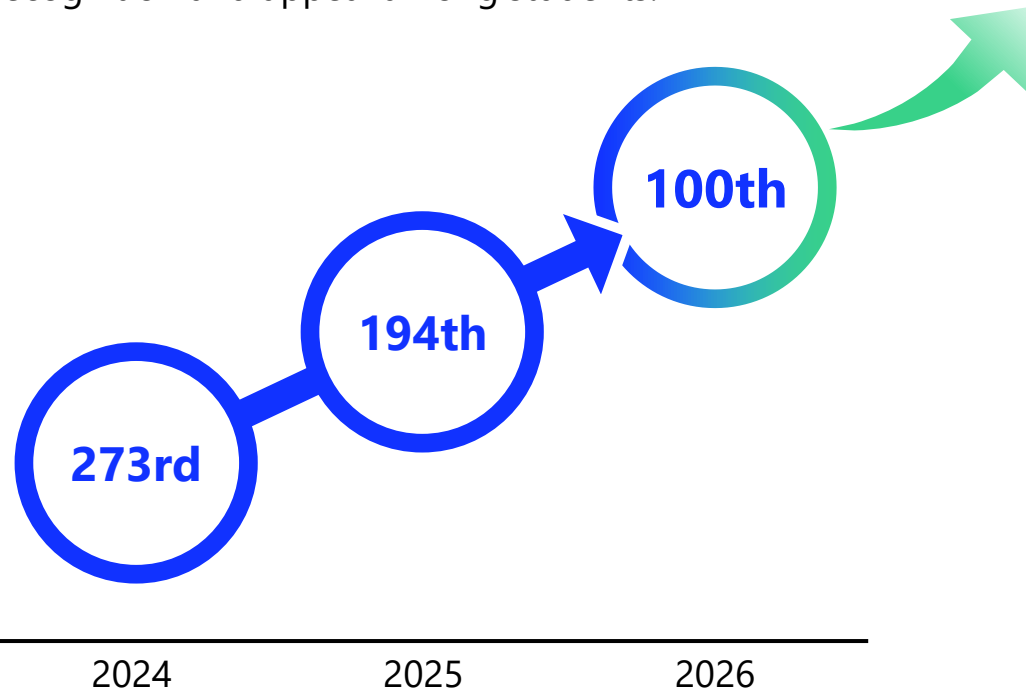
Clarivate Top 100
Global Innovators
(the twelfth time)

We Improved the Ranking in Japan and Germany



Ranked 100th in Toyokeizai's Top Employers Ranking in 2027 Graduates.

TDK ranked 100th in Toyokeizai's "Most Popular Companies Among 2027 Graduates" ranking. Having risen steadily from 273rd in 2024 and 194th in 2025, TDK continues to gain recognition and appeal among students.



**2026=graduates in March 2027.

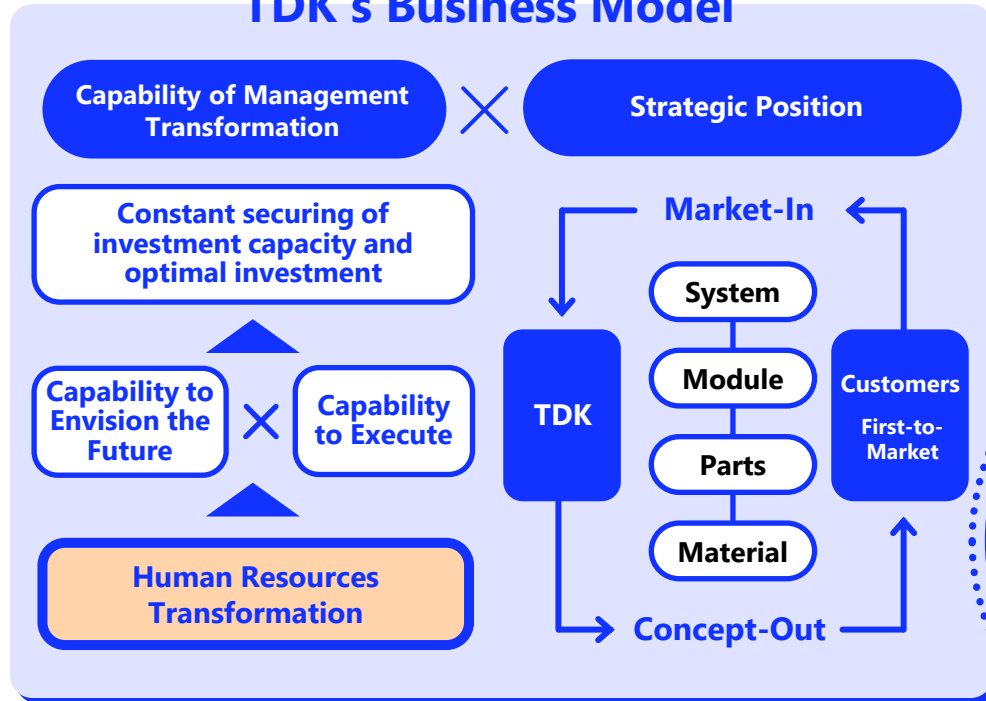
Top Employer in Germany

For the fourth time in a row, TDK was qualified as a Top Employer in Germany. The Top Employers Institute evaluates companies in around 20 HR areas, including People Strategy, Working Environment, Talent Acquisition, Learning, Well-being and Diversity & Inclusion.



"RENDO" Alignment of HR Strategy with Corporate Strategy

TDK's Business Model



As the talent portfolio should be

- **Strengthening the talent**
Who drive the business transformation /
Who drive the innovation / Who is capable
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Management issues

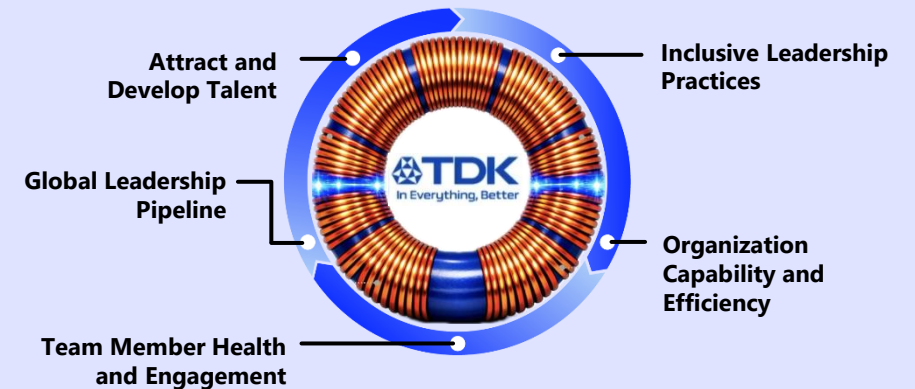
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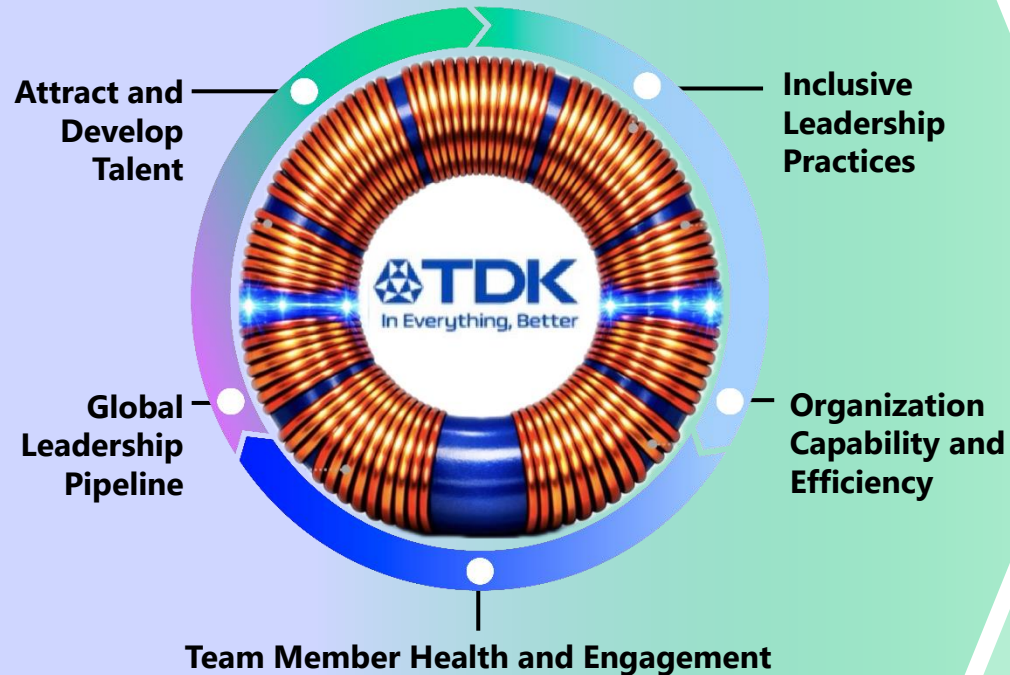
Five Pillars of Strategy Execution



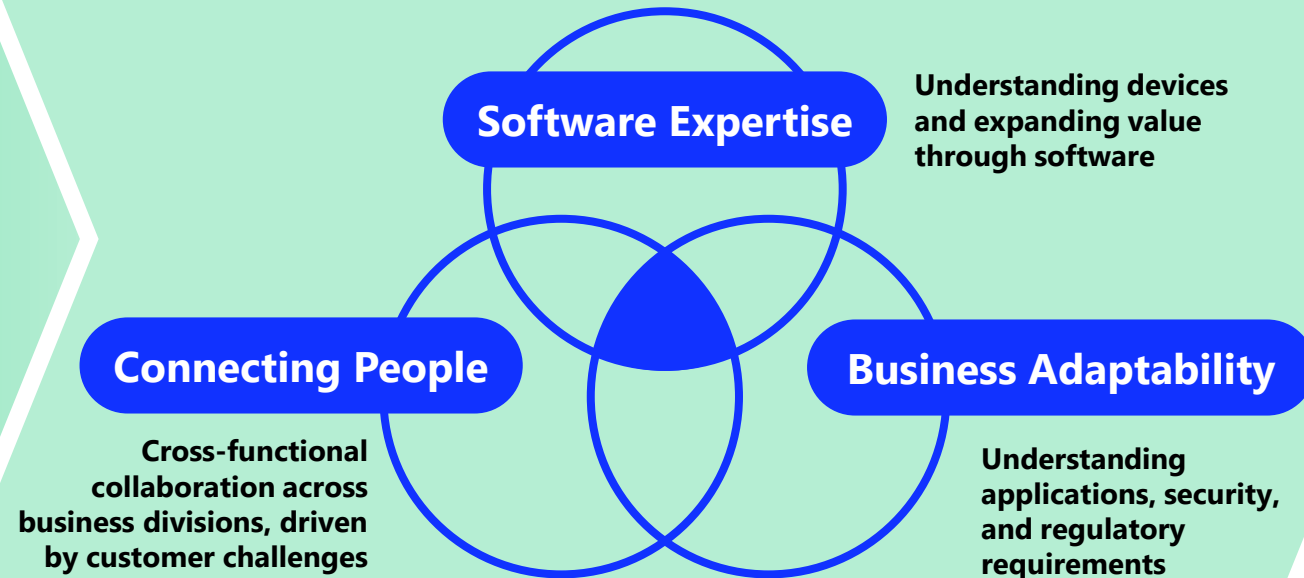
Systems, Solution and AI Software Capability

Leverage knowledge across TDK through people and software

Human Resources Strategy



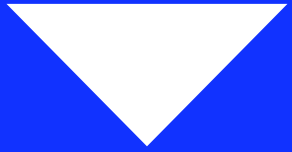
Three Key Capabilities for Software Talent to Support Growth Strategy



IN ACTION | Rosa Chow

Innovation happens when we bring different perspectives together and stay curious enough to learn from one another.





Cutting-edge Technology Development

Shuichi Hashiyama,
Corporate Officer,
CTO and General Manager of the
Technology & Intellectual Property HQ



Shuichi Hashiyama

Corporate Officer, CTO, and GM of the
Technology & Intellectual Property HQ

Career at TDK

- | | |
|------|--|
| 1990 | Joined TDK; assigned to Technology Group Material R&D Center |
| 1994 | Sales & Marketing Group, Electronics Devices Business Group |
| 2001 | transferred to TDK Electronics Europe |
| 2019 | GM, Energy Systems BG, Energy Solutions BC |
| 2021 | Corporate Officer (present post) |
| | DGM, Corporate Strategy HQ |
| | GM, Corporate Planning Group |
| 2022 | GM, Corporate Strategy HQ |
| 2025 | Chief Technology Officer (present post) |
| | GM, Tech & IP HQ (present post) |



Developing Software Talent for AI Ecosystem Value Creation

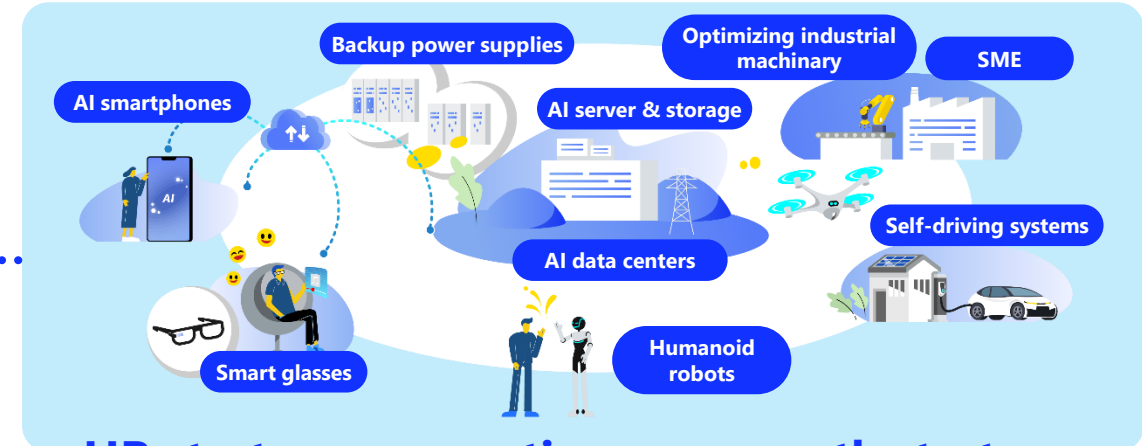
Software and AI are core capabilities driving our business model transformation.

We are securing sustainable growth and creating value through global recruitment, talent development, and organizational structuring.

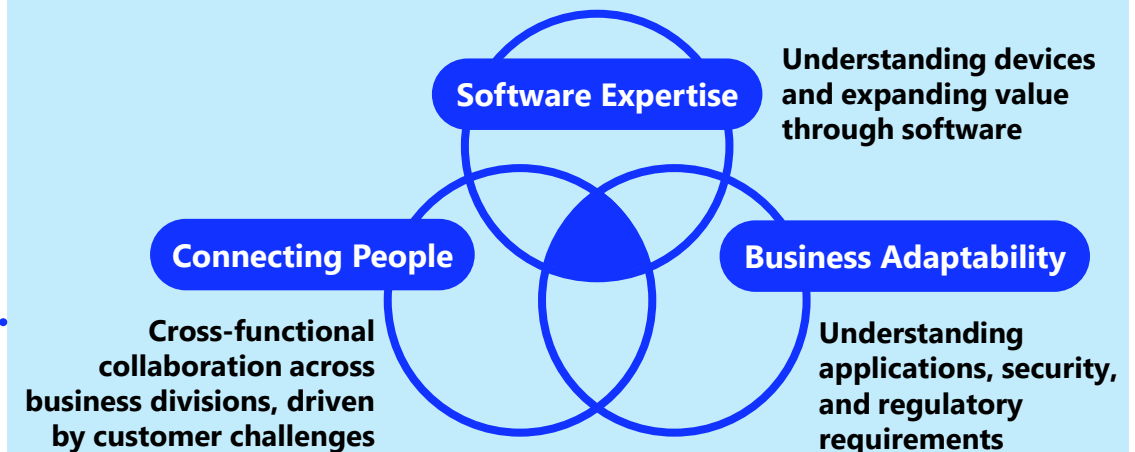


Expanding products for the AI ecosystem

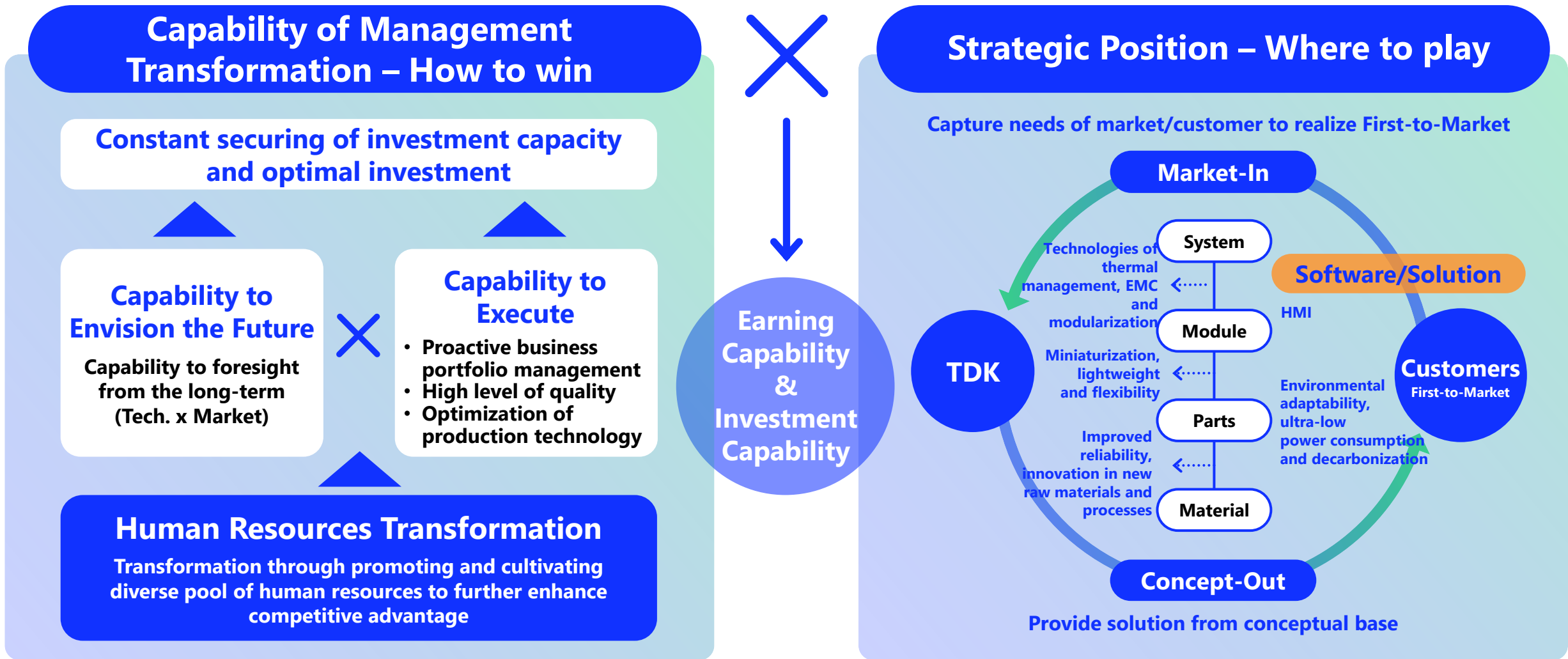
Strengthening talent to underpin software technology



HR strategy supporting our growth strategy



TDK's Business Model



M&A Aimed at Providing Solutions for AI Ecosystem

M&A, etc.

New companies

Mar 2017

ICsense
• ASIC

May 2017

InvenSense
• Sensors

Jan 2023

Qeexo
• ML automation

Jun 2025

Power business of QEI
• RF power solutions for semiconductor manufacturing

SoftEye

• Eye-tracking technology for smart glasses, etc.

May 2026

Linerity Power
• rechargeable batteries

Jun 2026

Fabric8Labs

• Thermal management components for AIDC using ECAM technology

Aug 2026

Asset of OQmented
• Smart glasses-related technology

Jul 2024

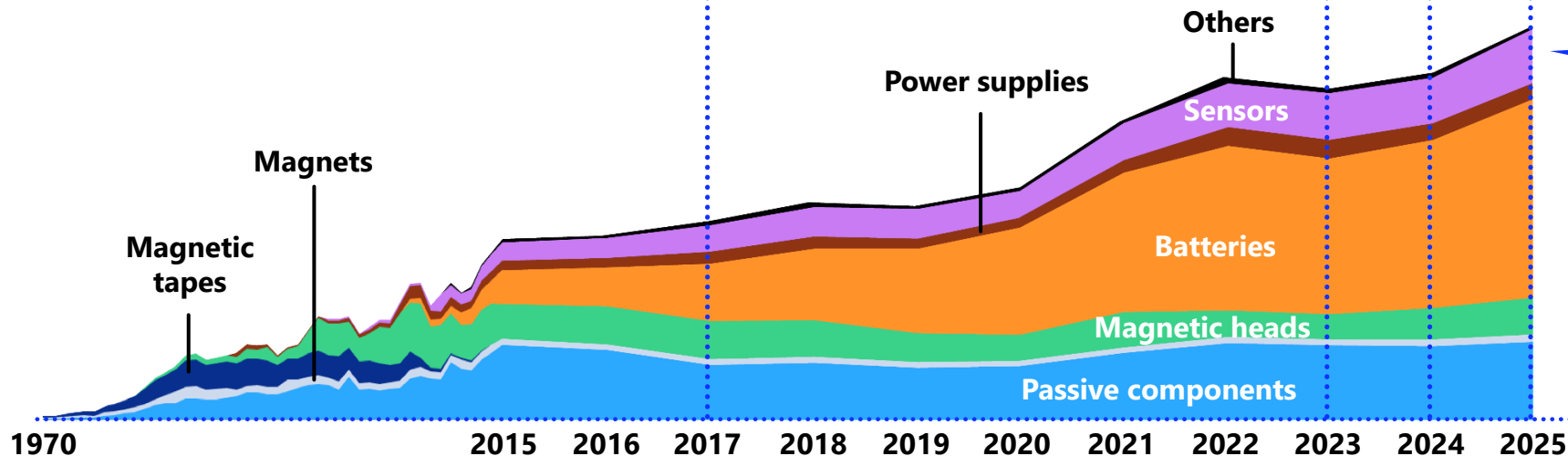
TDK SenseI
• edgeAI solutions

Jan 2026

TDK Alight
• Solutions for smart glasses

Net Sales

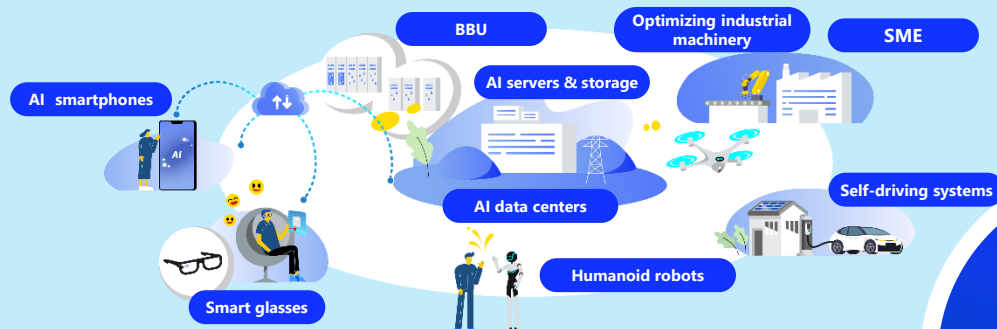
Growth Driver



AI Initiatives in Four Domains for Strengthening Solutions

AI for Market Creation

Expanding products for the AI ecosystem, focusing on the rapidly growing AI data center market



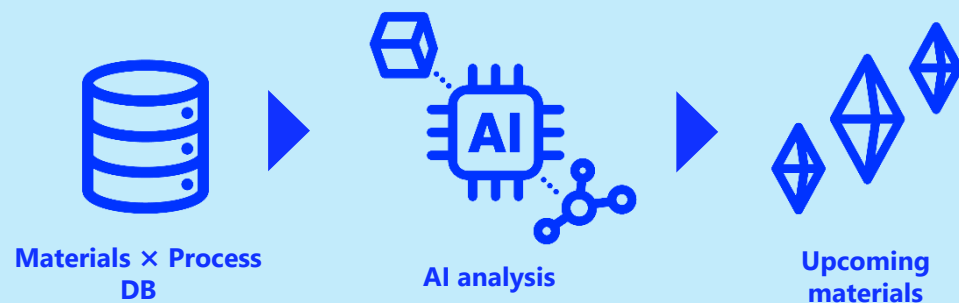
AI for Value Enhancement

Deploying solutions driven by AI-equipped sensor devices



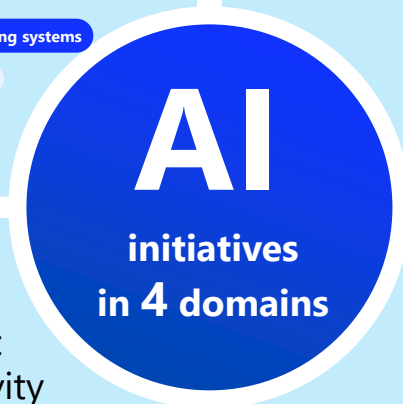
AI for R&D

AI-Driven acceleration of materials development: shortening timelines and enhancing R&D productivity



AI for Operational Efficiency

Leveraging the TDK GenAI platform to enhance productivity across the TDK Group



Advancing Materials Development with Materials Informatics (MI)

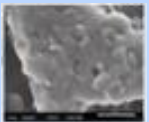
Accelerating new material and product development using our proprietary material × process technologies and "Aim" AI data analysis.

Proprietary Material & Process Data

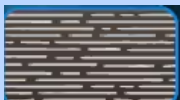
Accumulating a wide range of data, from materials and processes to properties and evaluations.



Composition



Process



Microstructures



Characteristics

In-House MI Analysis Tool

Driving new material creation and advanced R&D



Grain Analysis

Data Analysis



Image Analysis



Object Detection



Demand Forecasting

Creation of New Materials and High-Performance Components

Optimizing materials and processes through AI analysis to create new materials and advanced components.

Reduced time for discovering new materials

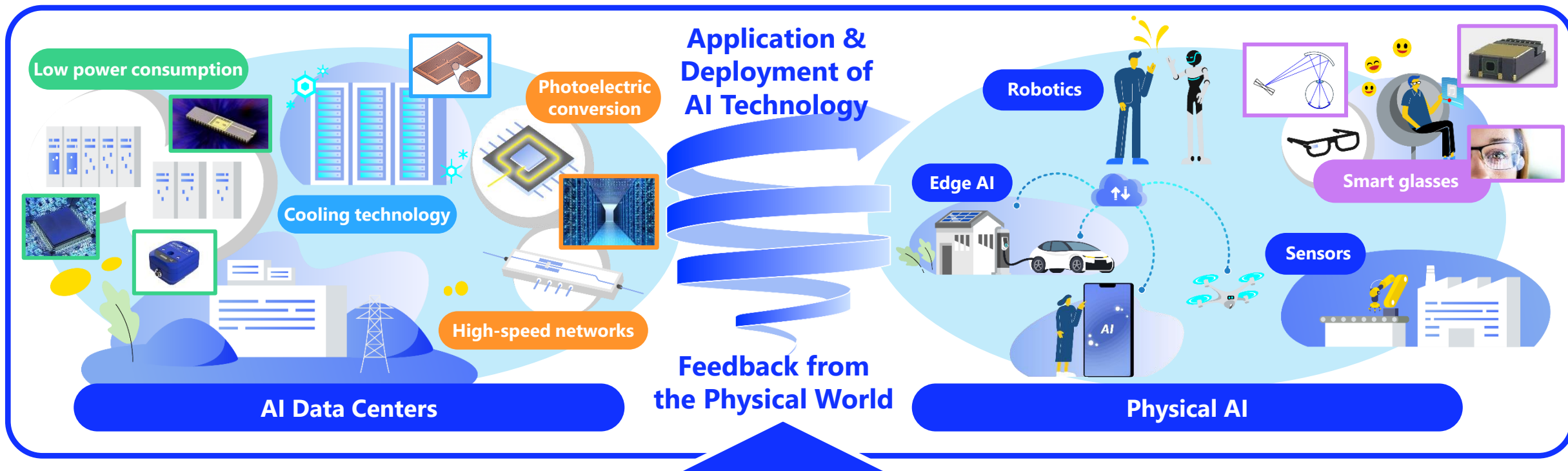
Outcomes

Breaking through performance limits

Sustainable material design

Strengthening the Technology Portfolio Supporting the AI Ecosystem

AI



TDK's Technology Portfolio

In-house technologies



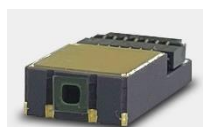
Neuromorphic devices



Reservoir computing

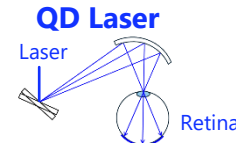


Spin photodetector



FCLM
Full Color Laser Module

Technologies acquired through M&A, etc.



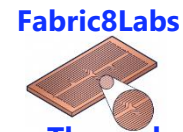
Retinal projection



Eye-tracking



Machine learning



Thermal management

Consumer

Industry



Jim Tran

Corporate Officer, GM of the Americas HQ, DGM of the Tech & IP HQ, and GM of the Americas R&D Center and Tech & IP HQ

Early Career

- Started career at Boeing
- Engineer/Manager at SONY
- Vice President at Broadcom
- Senior Vice President at Qualcomm

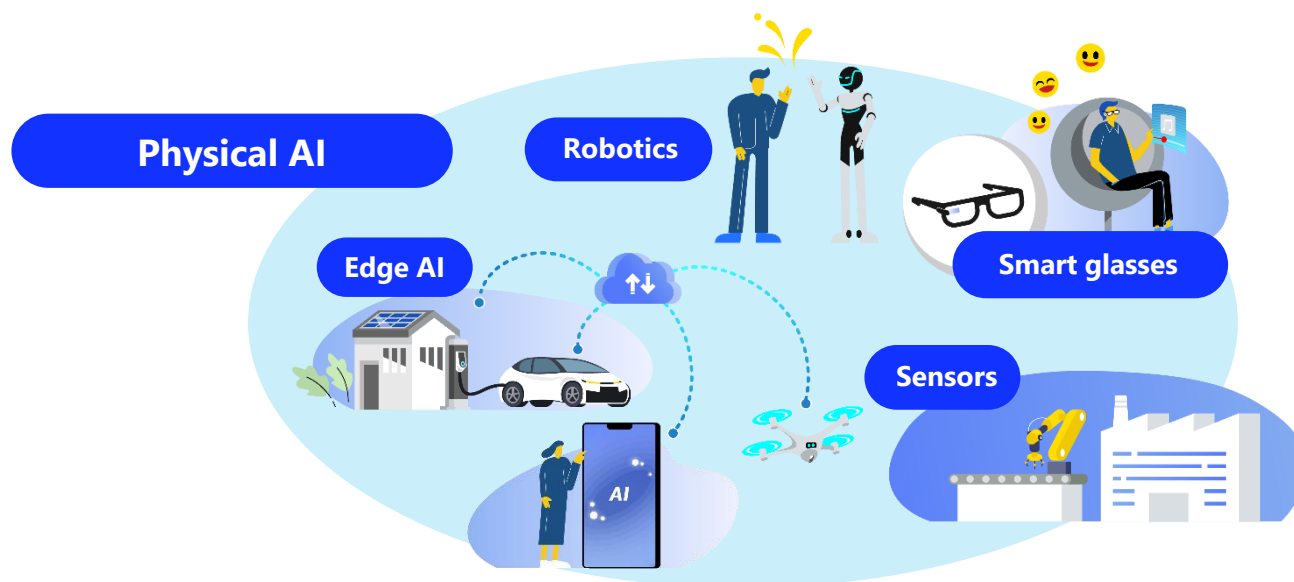
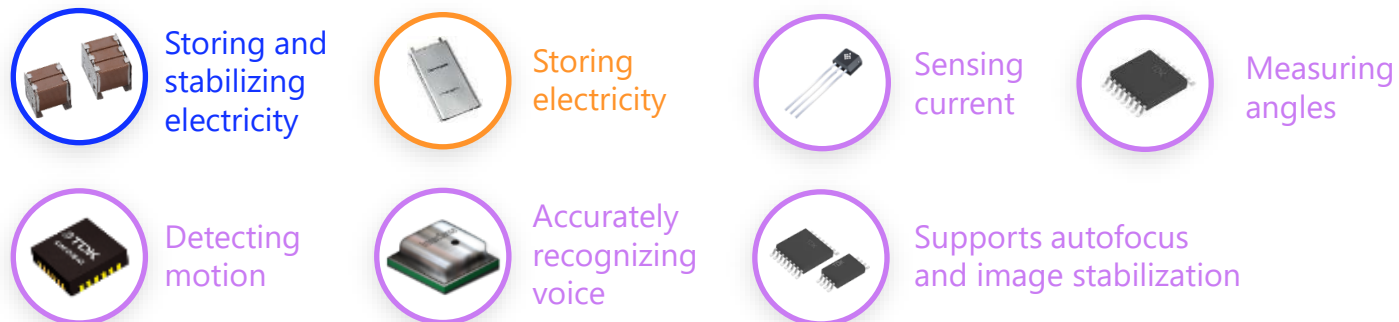
Career at TDK

2021	Joined the TDK Group GM, Americas HQ (present post)
2022	Corporate Officer (present post)
2023	DGM, Tech & IP HQ (present post)
2024	GM, Americas R&D Center, Tech & IP HQ (present post)

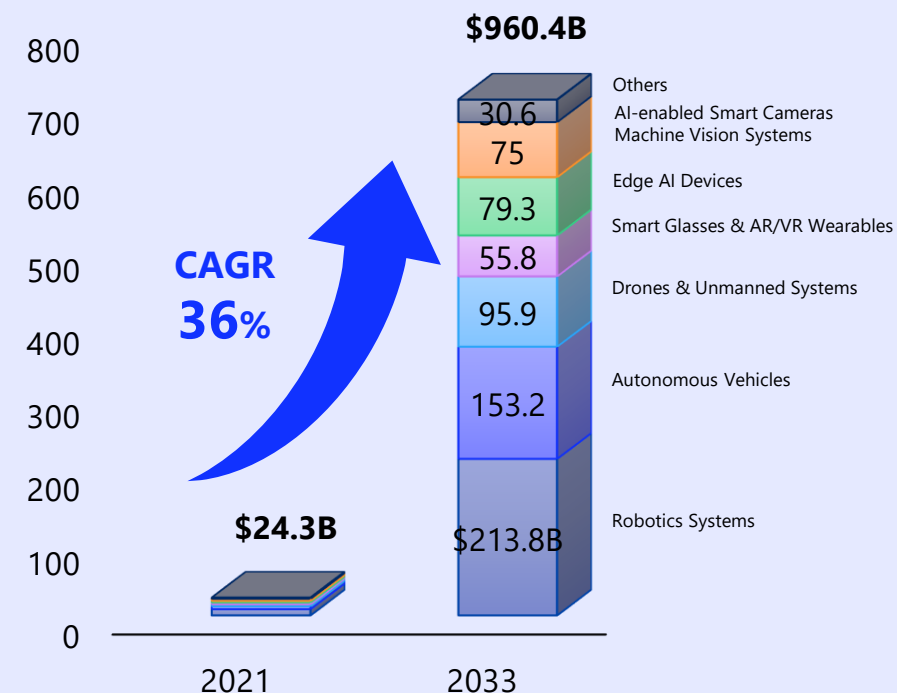


Contribution to Physical AI

Physical AI will boost demand for TDK components.
TDK aims to expand its solution business in Physical AI.



Physical AI Product Growth



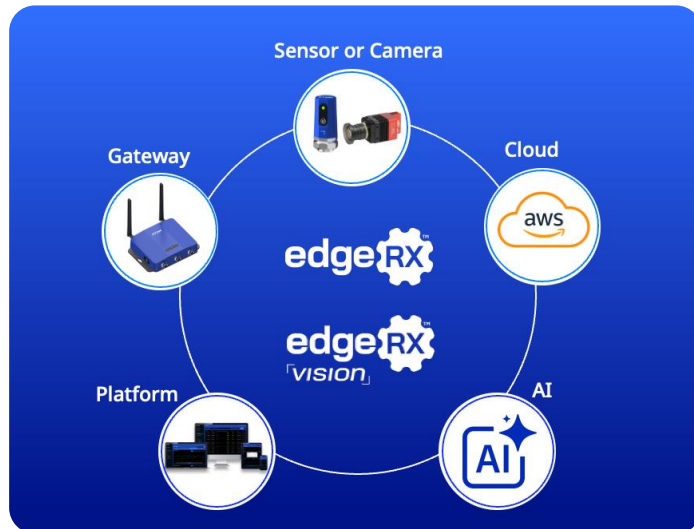
2026 Grandview Physical AI Market

Growth Strategy for SensEI

Partnership with and integration of AWS IoT tools and secure cloud services into TDK SensEI's edgeRX™ platform advances beyond CbM** to unlock additional value through PdM*** and Autonomous Prescriptive Maintenance via edgeRX™ Agents

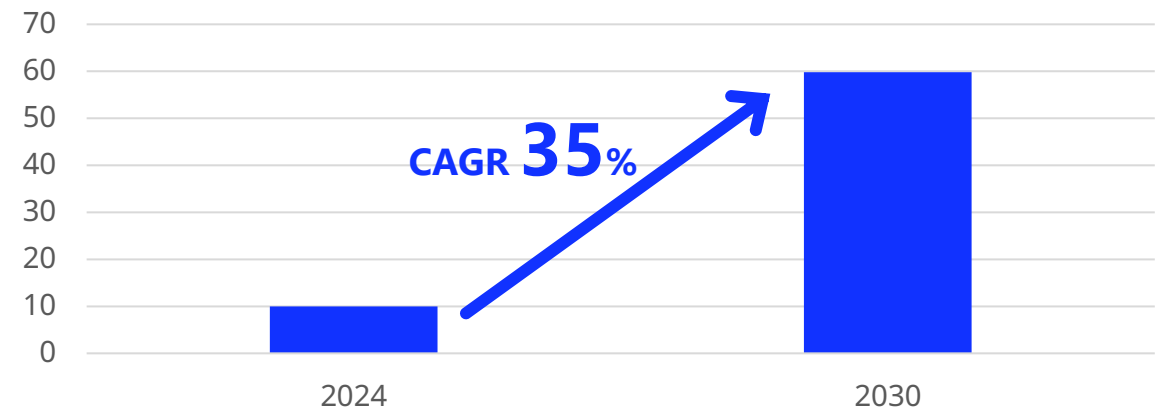
Business strategy

- Complete Solutions: HW + SW + Cloud + Edge AI
- Hybrid Edge + Cloud AI unlocks additional value
- Multiple sensor types (Vibration, Temperature, Magnetometer, Motion, Sound, Images)
- Advances beyond CbM** to PdM*** + Autonomous Prescriptive Maintenance



Market size of predictive maintenance

(US\$ bn)



Source: Markets & Markets PdM 2024

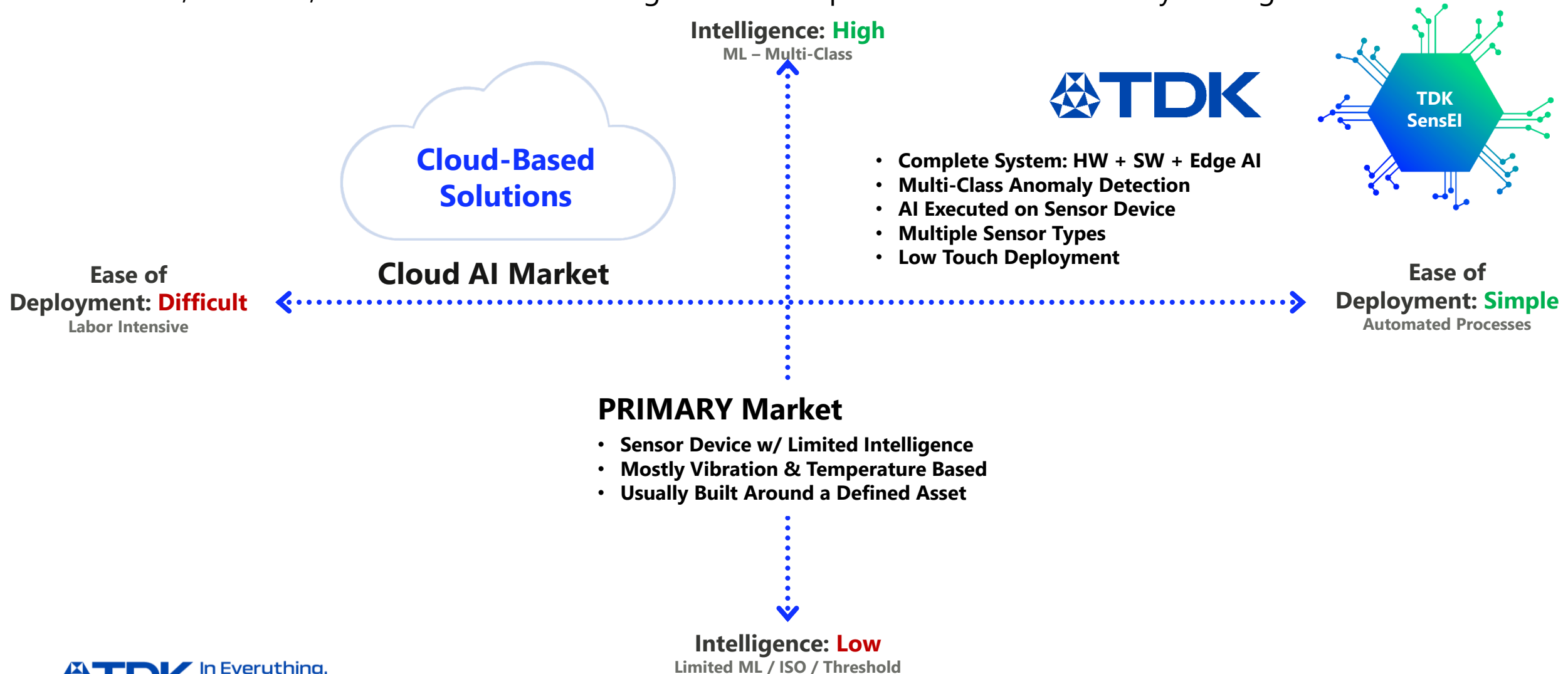
Requirement from market

- Cloud light
- Sensor device with higher intelligence
- Multiple function sensors not only vibration & temperature
- Agility
- Manufacturing capability

*AWS= Amazon Web Services, Inc. **CbM = Condition Based Maintenance ***PdM = Predictive Maintenance

Market Landscape

TDK SensEI's edgeRX™ platform is an easy-to-deploy, intelligent edge AI solution because it combines hardware, software, and AI models into a single all-in-one platform that runs directly on edge devices



Industrial Health Monitoring for Machines & Products

Offers an Edge AI platform, complete with the tools, services, expertise, and systems to transform industrial operations. – Reducing Costs, Maximizing Uptime & throughput, AI Powered Visibility



Reduce Costs

Continuously monitor machines and product to identify problems before costs escalate.



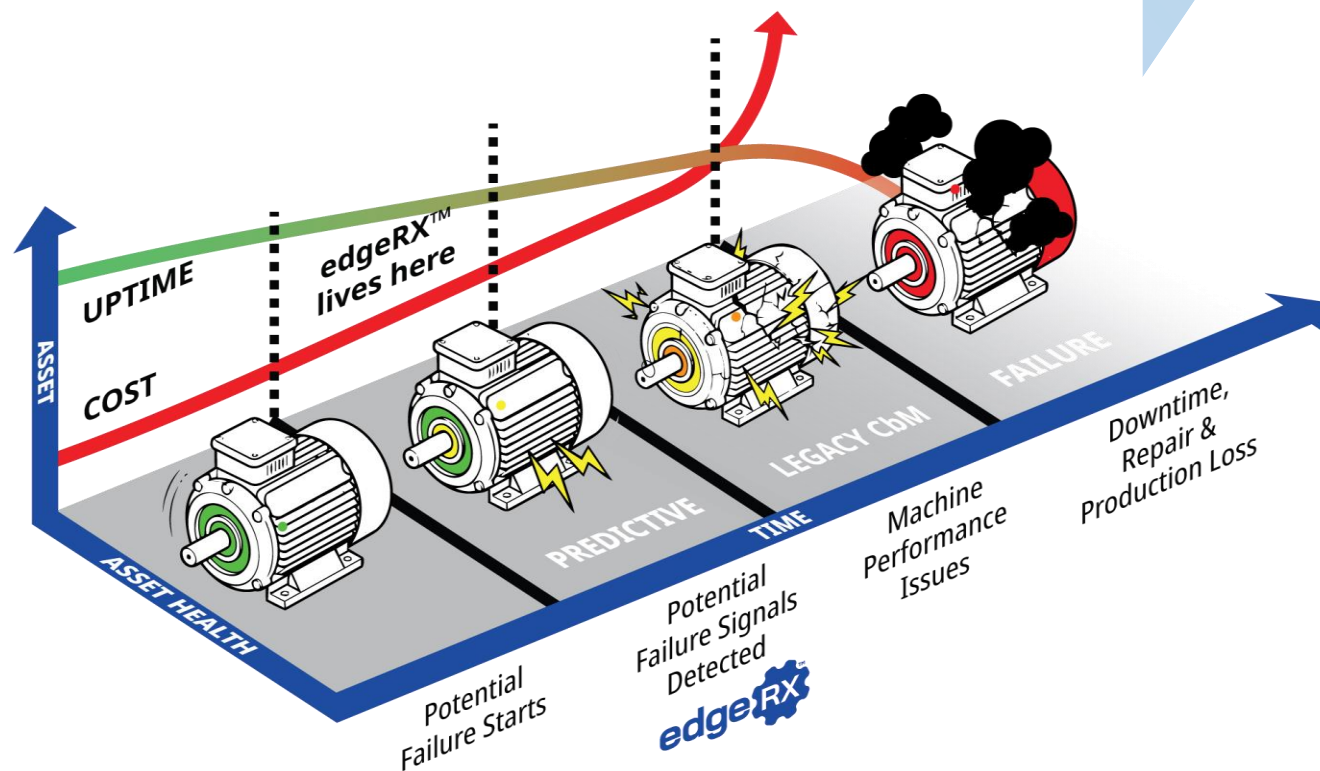
Maximize Uptime & Throughput

Maximize machine uptime and maintain high product throughput by predicting and preventing issues with AI.

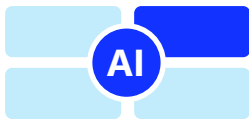


AI Powered Visibility

Monitor machines and products from anywhere to optimize industrial operations.



Growth Strategy for Smart Glasses Business



By acquiring SoftEye and establishing AR platforms BD, we aim to expand our product lineup and pursue growth.

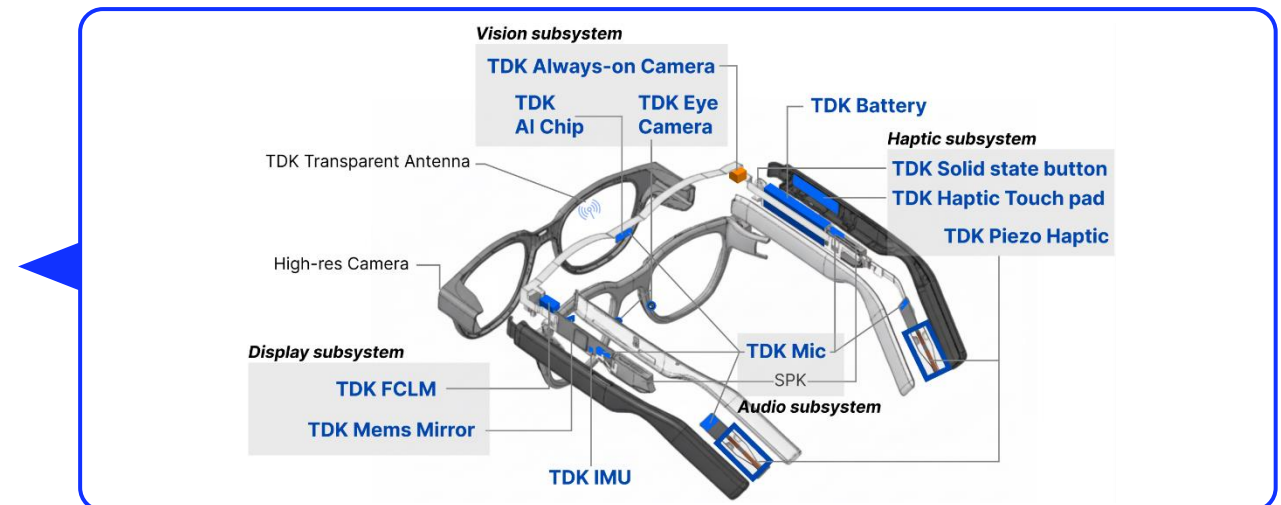
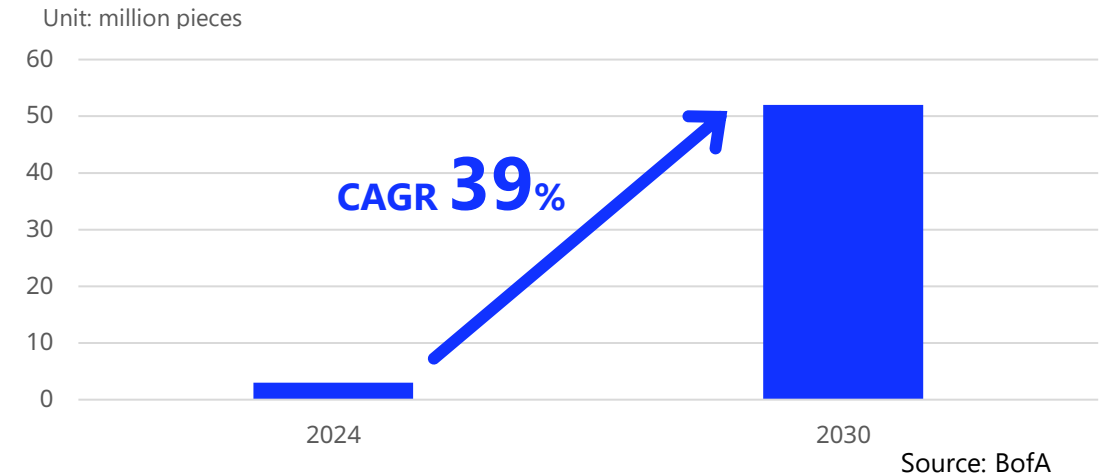
Business strategy

- TDK addressed eye-intent/tracking solution by acquiring SoftEye technology.
- Establishment of AR Platforms BD.
- We combine our custom chips and software with TDK components efficiently. This platforms will showcase AI Glasses user experiences that customers can commercialize and scale effectively.
- FCLM, MEMS mirror, Micro actuator, Battery tech, IMU, Mic are key to an "Smart glasses Solution."
- TDK plans to provide an "AR Engine" with display controller + hub & lite app processing in about two year.

Requirement from market

- Usability - low power enables all day battery life
- Comfort – smaller battery enables smaller & lighter form factors
- Fashionable – smaller & lighter form factors enable fashionable designs
- Scalable – retinal projection requires no modification to prescription lens

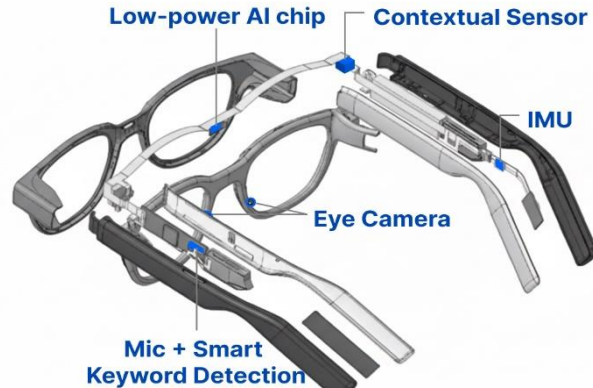
Market size and growth rate of smart glasses



Seamless Input Technology

Context Awareness is Key to Personalized AI

AI



Key moment detection by sensor fusion

- **Eye camera:** User's intent or interest
- **Contextual Sensor:** Detects objects
- **AI DSP*:** Efficient CNN** processor
- **Hi-Res camera:** Detailed data on RoI
- **IMU:** Head position, motion, gesture
- **Mic:** Ambient sounds, voice / Command



Context Aware Data Capture

- From moments to contextual events
"Parking lot: car in B3 03"
"Location: Entered espresso bar"
"Social: met Peter"
"Cafe: espresso for 30 min"



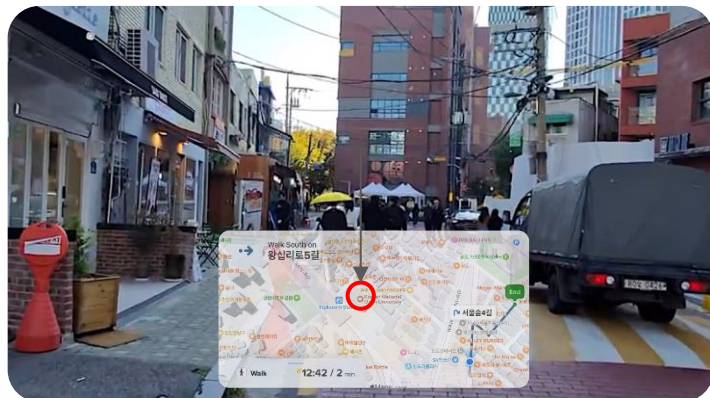
Personalized Memory

- From memory to assistance
Extended memory:
"Who did I meet at last year's CES?"
Insight:
"Evaluate my eating habit"
Personalized Agent
"Book a dinner place I'd like."

*DSP = Digital Signal Processor **CNN = Convolutional Neural Network

Solution for Seamless User Interactions

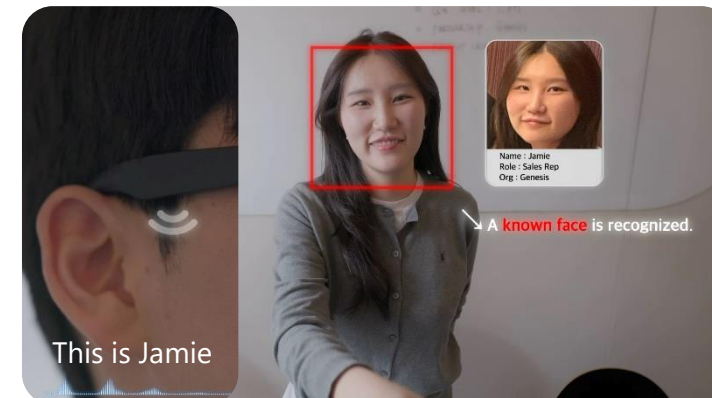
Intuitive Interactions with Display & Audio



Glance down
to see the map



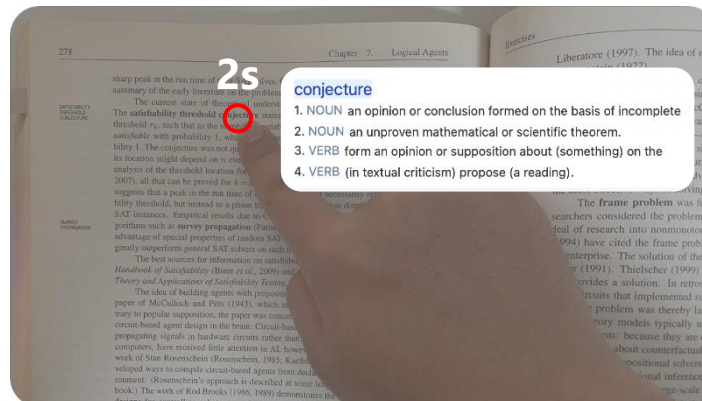
Look + Finger pointing
to get object info



Look at face
to recall person and conversation



Gaze at UI
to answer call



Look + Finger pointing
to look up a word



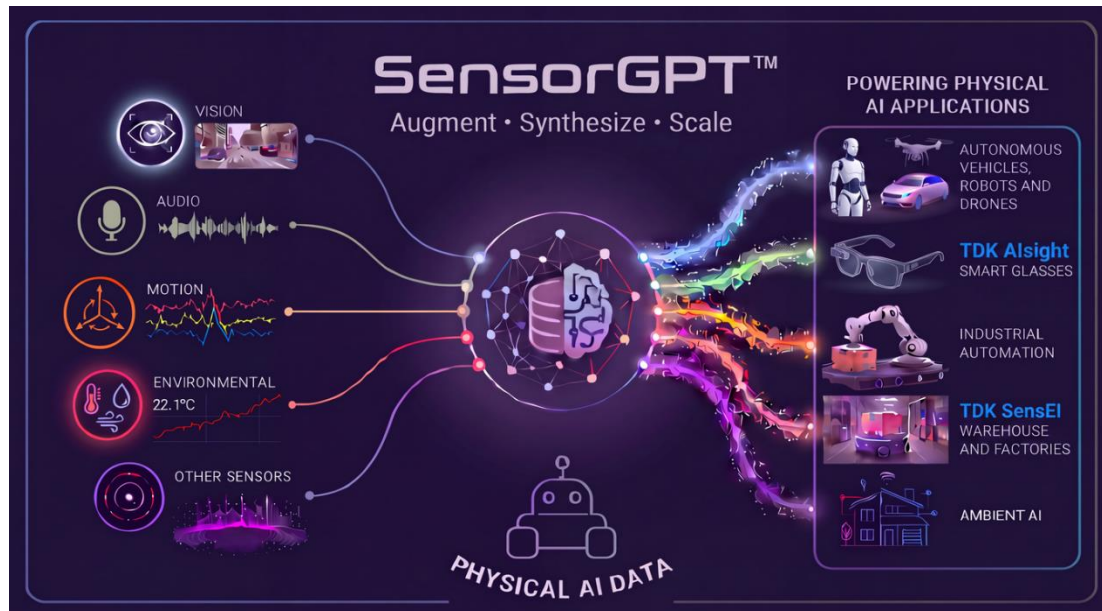
Look at biz card
to store contact

Growth Strategy for SensorGPT™

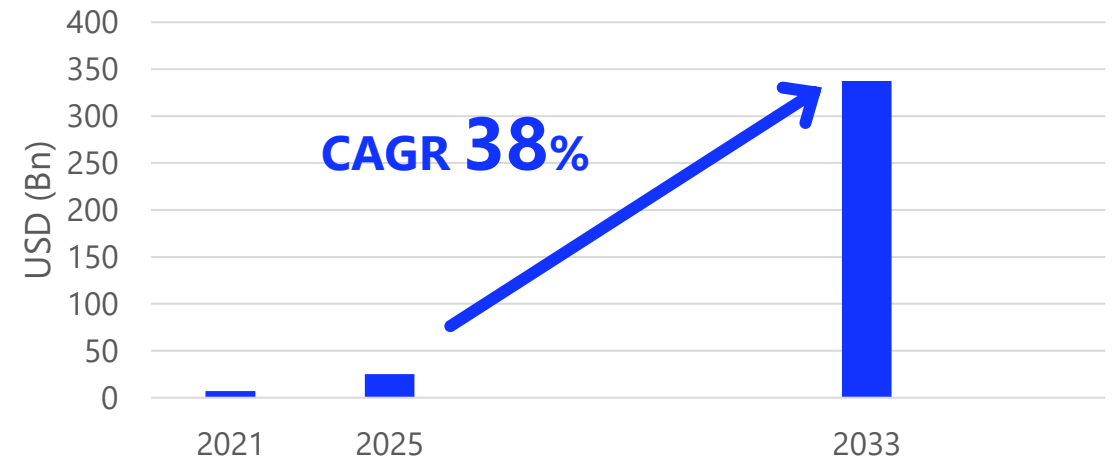
Synthetic data generation fueling the future of Physical AI

Solution Benefits

- 80% effort to create an AI application is spent on data collection and curation
- Reduces the need for a fleet of data collection engineers
- Significantly increase scale of available data
- Reduces real data needed for ML models down to 20%



Physical AI Market (Software)



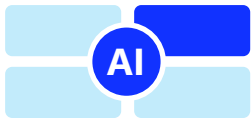
Source: Grand View Research – Physical AI market 2026

Requirement from market

- Scalable – must be able to support a large portfolio of different sensors
- Sensor Agnostic – data should work amongst all major manufacturers
- Financial Benefits – must be able to do “more” for “less” than current data collection procedures
- Usability – UX must be easy to navigate and implement

Growth Strategy for Advanced Metal 3D Printing Technology

(Electro-chemical Additive Manufacturing; ECAM)



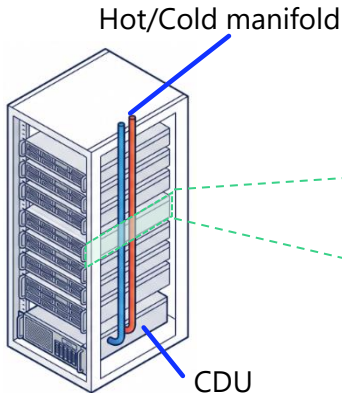
Plan to enter Data Center thermal management market after closing of Fabric8Labs acquisition (subject to customary closing conditions, including regulatory clearances); exploring applications for passive components.

Business strategy

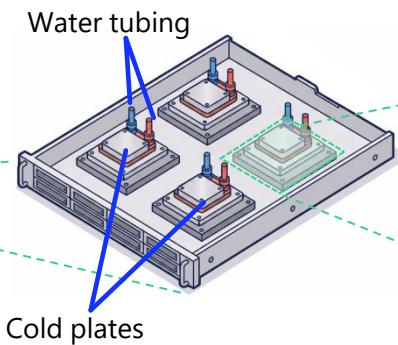
- TDK to drive mass production of proprietary ECAM technology through acquisition of US-based Fabric8Labs.
- Enter Thermal Management Solution Business, leverage TDK’s manufacturing capabilities to scale.
- Integrate ECAM technology to unlock new potential in Electronic Components and strengthen TDK’s product differentiation.

Application Cases

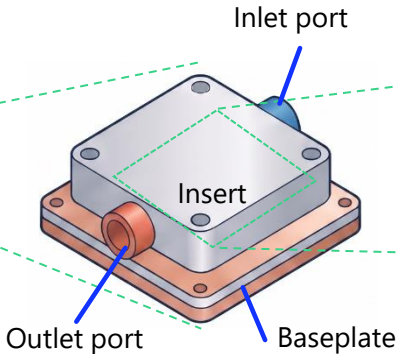
Rack-level



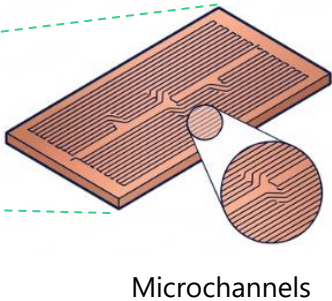
Server tray



Cold-plate



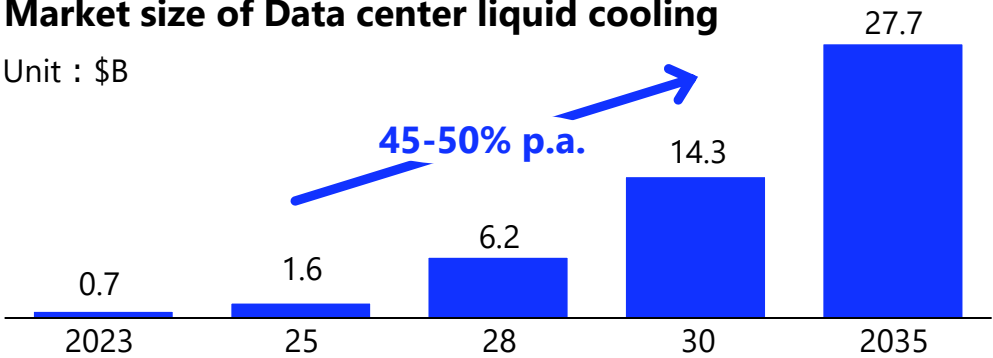
Insert (microchannel core)



Examples of target products

Market size of Data center liquid cooling

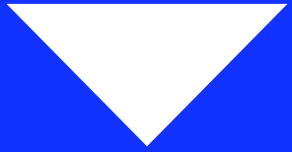
Unit : \$B



Source: TDK estimate

Future market potential

	Thermal Management	RF	Passives Components
Data Center /AI	✓		✓
Aerospace	✓	✓	✓
Edge Compute	✓		✓
Satellite Comms	✓	✓	✓
Wireless Comms	✓	✓	✓
Robotics & Automotive	✓	✓	✓



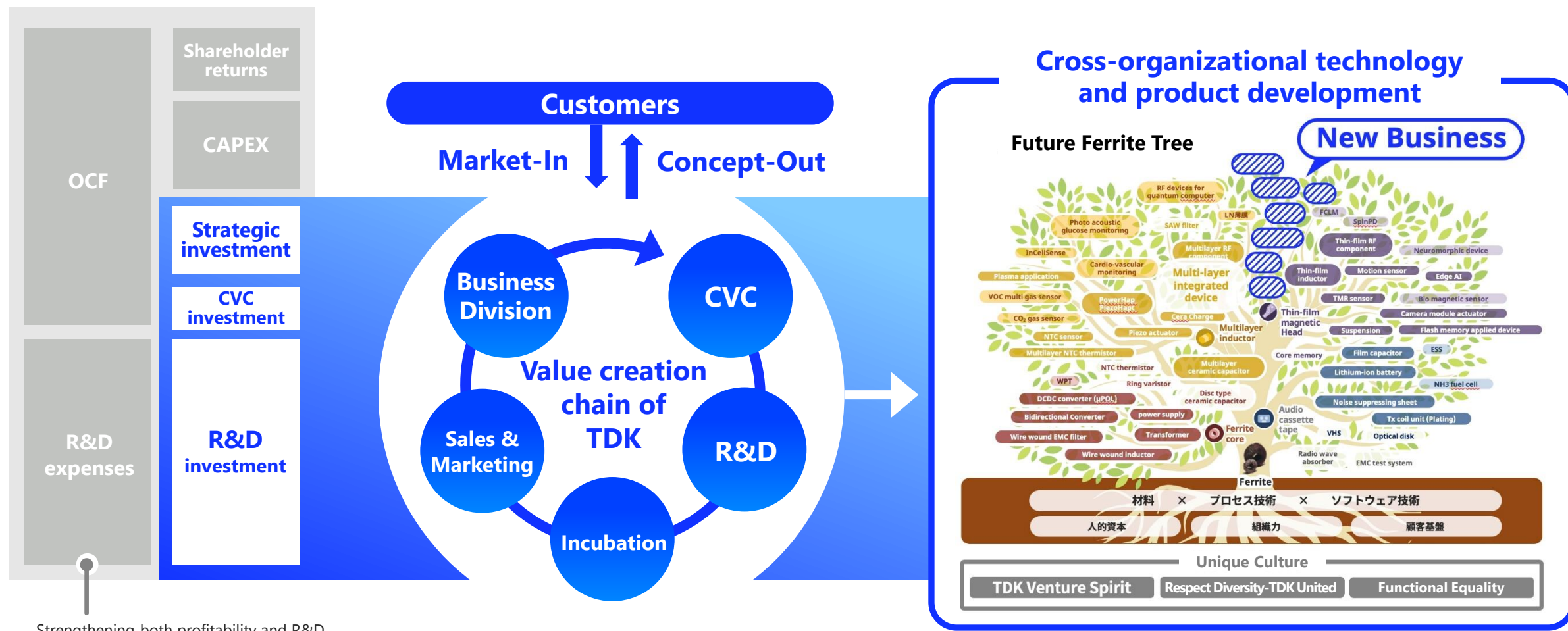
Closing Remarks

From the President & CEO to Our Investors

Noboru Saito,
President & CEO

Accelerate and Strengthen Long-term Investments in Growth Areas

With market-in and concept-out approaches, we strengthen the capabilities of the value creation chain of TDK.



Strengthening both profitability and R&D investments for a sustainable growth.

Conclusion

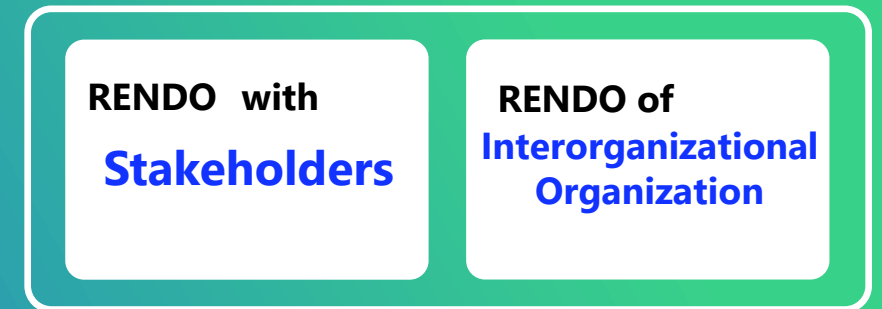
* RENDO(連動) is a Japanese word that roughly translates as alignment. It refers to the deepening of the alignment among various organizational activities.

RENDO(連動) = United

The “Three Forms of RENDO = United” that form the core of enhancing corporate value



“Uniting Internal and External Parties = United”



A Unique Organizational Culture as the Driver of “RENDO” = “United”

TDK Venture Spirit

Respect diversity TDK United

Functional Equality