



TDK Human Capital Report 2026



In Everything, Better

Human Capital Management to Accelerate TDK's Transformation

TDK has established the Long-term Vision "TDK Transformation," based on the Corporate Motto "Contribute to culture and industry through creativity" and Corporate Principles "Vision, Courage, Trust," as an expression of our aspirations for the next 10 years. This Long-term Vision has two meanings. One is contributing to the transformation of society, and the other is internal transformation, that is, the continuous transformation of TDK itself. By sustaining these two cycles, we will contribute to the realization of a sustainable future.

Going forward, social transformations such as green transformation (GX) and digital transformation (DX) are expected to accelerate and evolve even further. Consequently, we believe that the areas in which we can contribute will continue to expand. And the foundation driving this growth is our "human capital." This report shows the alignment between TDK's corporate strategy and human resources strategy, as well as the specific initiatives that support them.



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Our Uniqueness

TDK's Corporate Culture

TDK has achieved sustainable growth through business transformation.

TDK Venture Spirit, Respect diversity TDK United, Functional Equality—these three elements serve as the drivers of our growth.

TDK Venture Spirit

TDK was founded in 1935 as a venture enterprise for the purpose of industrializing a magnetic material called ferrite, which was invented at Tokyo Institute of Technology, now known as the Institute of Science Tokyo. Through a corporate culture—carried on since our founding—that embraces the challenge of creating new technologies and developing new businesses, we will continue to contribute to the transformation of society.

Respect diversity TDK United

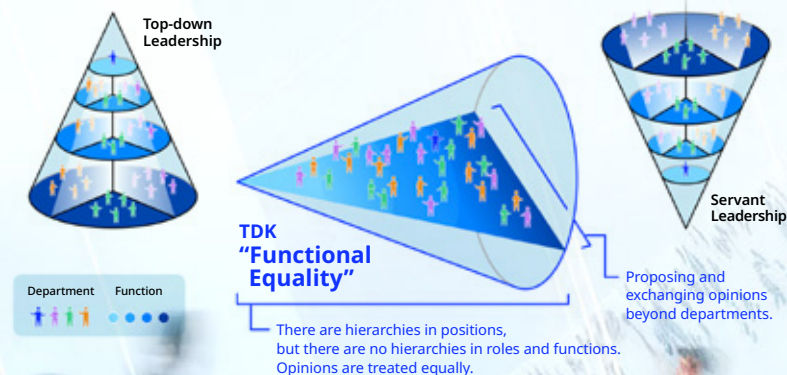
It is TDK's organizational culture that aims for a unique fusion that creates value through teamwork by promoting mutual understanding while developing the strengths of each individual and company.

TDK has always valued a culture that respects diverse backgrounds and fosters open, flat-structured discussions that transcend organizational barriers. By leveraging this diversity, we are driving our business transformation with vigor through a dual-track approach of organic growth and M&A.

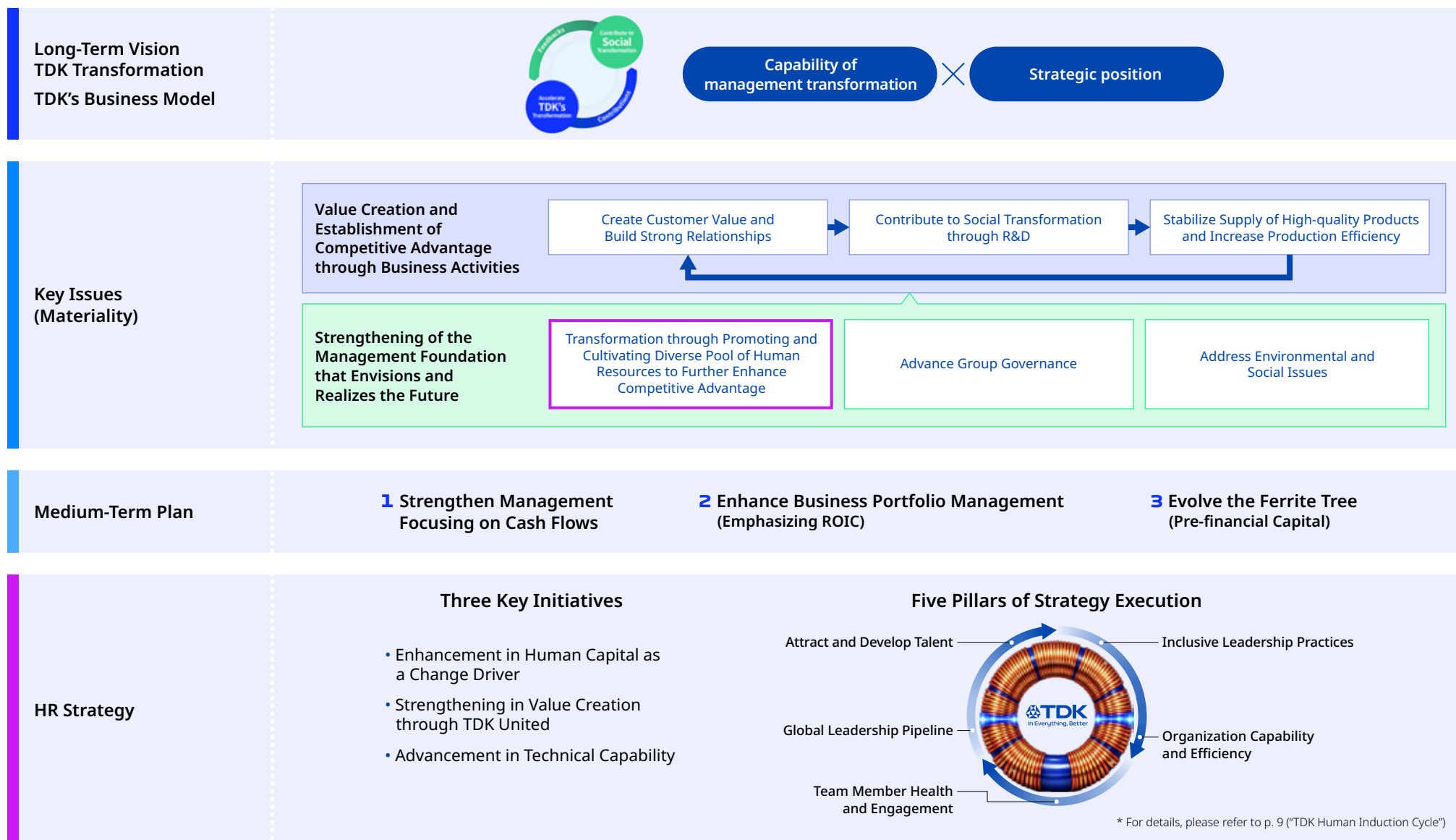
Functional Equality

Functional equality is the organizational culture that is based on the belief that there are no hierarchies among the functions and roles of the individual divisions. Everyone, regardless of position, can respect one another on an equal footing, and can say what needs to be said. In addition to this “vertical functional equality,” the spirit of “horizontal functional equality”—which involves openly exchanging proposals and opinions across departmental boundaries—is also deeply rooted in our organization.

TDK's unique corporate culture: Functional Equality



To realize our long-term vision, “TDK Transformation,” we have formulated an HR strategy linked with our key issues (materiality) and Medium-term Plan. Leveraging the diversity of our human resources—which is one of our key strengths—we will implement initiatives to maximize the value of our human capital through our “Three Key Initiatives” and “Five Pillars for Strategy Execution.”



TDK United:

“RENDO*” alignment business with human capital to drive transformation

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

Andreas Keller

Executive Vice President
Chief Human Resources Officer and General Manager,
Human Resources HQ

Profile Andreas Keller joined TDK in 2000 and has held a range of leadership positions in human resources and business administration across Europe and globally. In 2017, he was appointed General Manager of Human Resources and Administration Headquarters, and in 2018 assumed his current role as General Manager of Human Resources Headquarters. He was appointed Corporate Officer in 2018 and Senior Vice President in 2021. In April 2023, he became Chief People and Sustainability Officer, leading the company's global human resources and sustainability strategies. In April 2025, he was appointed Executive Vice President and Chief Human Resources Officer, in which role he oversees the strategic direction of TDK's global human capital management.

TDK has become the official technology partner of the Porsche Formula E Team and the Porsche Coanda Esports Racing Team. He has long enjoyed driving racing cars and has driven Porsche vehicles for many years.



Human capital has become a decisive factor in how companies are evaluated, particularly by investors seeking to understand the sustainability of long-term performance. We see human capital not only as a foundation for growth, but as a driver of long-term value creation. In this section, Chief Human Resources Officer (CHRO), Andreas Keller, shares his perspectives on the progress of TDK's human capital strategy and its future direction.

Transforming HR into a strategic partner for business value

From philosophy to strategic HR

At TDK, we have long believed that “people are everything.” This philosophy has guided our development and continues to shape how we approach transformation today. While inheriting a strong culture from my predecessors, I have strengthened HR from a support function into a strategic driver of business value. This is aligned with our Long-term Vision, “TDK Transformation.”

As our business has expanded globally and grown in complexity, the role of human resources has evolved significantly. My objective has been clear: to build a global HR foundation that enables us to compete, adapt, and grow in a rapidly changing, technology-driven environment. Today, HR is deeply involved in shaping corporate strategy, developing capabilities, and supporting organizational agility. This reflects a clear shift from a support function to one that actively shapes the business.

This transformation requires more than structural change. I have focused on redefining HR roles, strengthening global governance, and building an HR function capable of engaging directly with business leaders.

Over time, we have moved from a largely country-based model toward a more global approach, supported by common frameworks, shared data, and aligned priorities. This has included the introduction of more consistent evaluation standards, clearer role definitions, and greater transparency in how talent is assessed and developed across regions. These changes have enabled more objective decision-making and stronger alignment between business needs and talent strategies. In doing so, we have established a more consistent global HR framework, enabling clearer alignment between management strategy and human capital strategy. This required us to rethink not only structures, but also mindsets—within HR and across the business.

Culture as a foundation for transformation

This transformation has not meant abandoning what makes TDK unique. On the contrary, I have sought to build on our core strengths, such as our venture spirit, our technology-driven culture, and our deep respect for people and local business realities. The venture spirit—embodying challenge, innovation, and disciplined execution—has been embedded not as a slogan, but as a way of working reflected in decision-making, leadership development, and the creation of space for new ideas.

As the TDK Group has expanded through M&A, diversity has become a defining characteristic. Today, approximately 89% of team members are based outside Japan, while only around 11% are based in Japan. Even as a Japanese company, this makes TDK highly unique. Rather than imposing a single way of working, we have

been committed to ensuring that we do not impose uniformity, but instead respect and leverage this diversity. We often describe the organization as a jazz band, where individuals and companies with different strengths come together to create value through collaboration and mutual understanding.

This mindset is closely linked to our culture of functional equality. There is no hierarchy among roles, departments, or functions. Ideas should be evaluated based on their merit, not position. This creates an environment of open discussion, where individuals across the organization can contribute to innovation and decision-making.

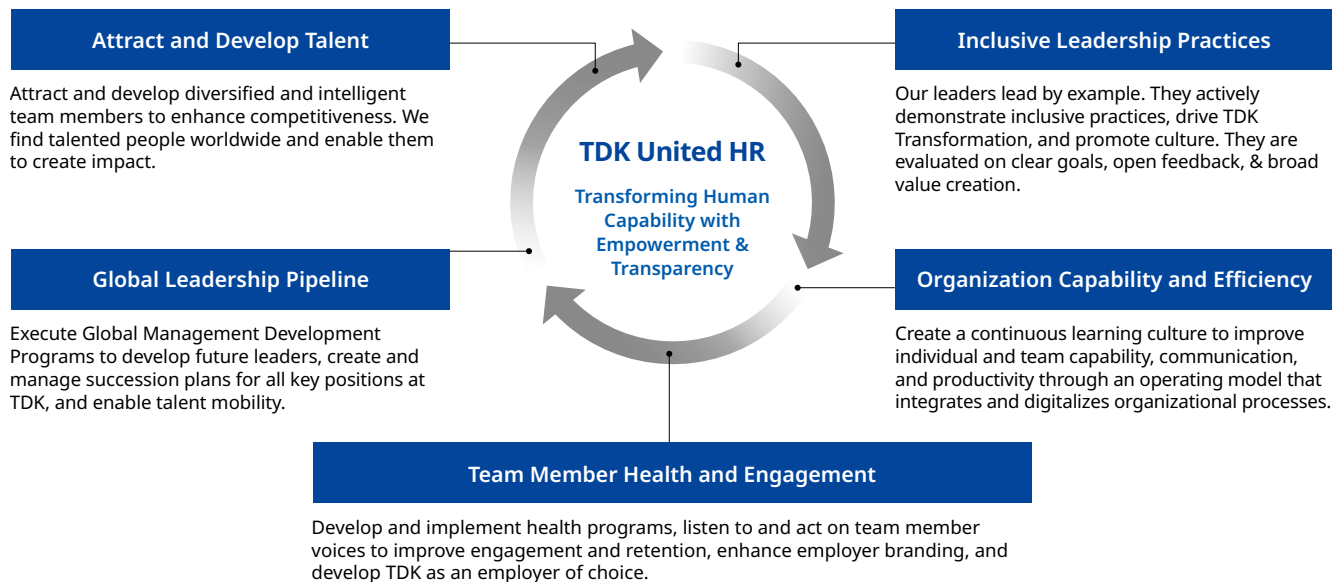
Initiatives such as TDK LaunchEngine (formerly TDK Kindergarten), an internal incubator program originating from our Global Executive Management Program (GEMP), reflect this approach. Open to all team members regardless of role or background, it enables individuals to develop ideas into new businesses with expert support. In one case, an idea proposed by a participant outside the sensor business evolved into what is now TDK SenseI, demonstrating how innovation can emerge from anywhere within the organization.

TDK United and organizational alignment

At the center of these efforts is the concept of TDK United. This concept has evolved to represent a broader sense of connection and alignment—across regions, functions, and businesses, as well as between strategy and execution. In a global organization of our scale, alignment is not automatic. I see it as something that must be actively built and continuously reinforced through shared goals, transparent communication, and consistent leadership behaviors.

As a global company originating from Japan, and in an increasingly complex environment where competitiveness is driven by talent, I view strengthening “RENDO” alignment of management strategy with human capital strategy through

Five Pillars of HR Strategy Execution



TDK United as an important issue. This enables us to create an organization that is both globally aligned and locally responsive, capable of delivering sustainable growth and long-term competitive advantage.

Unlocking the power of human capital: TDK Human Induction Cycle

Based on TDK United, we have positioned the “TDK Human Induction Cycle” as a source of human capital. Drawing an analogy with the inductors in our products, which store energy in a magnetic field and release it efficiently, it is defined as a cycle through which we maximize individual

potential, enhance capabilities, and create value through our human capital strategy in order to deliver value to society through “TDK Transformation.”

This cycle is based on the corporate culture described above and accelerates initiatives under our key human capital strategies.

We have identified three main priorities for our human capital strategy: investing in human capital so that team members become drivers of transformation; fostering a mindset in which every employee proactively creates value to support the achievement of strategic goals; and developing top-level talent and strengthening our ability to

create innovative solutions in order to maintain leadership in materials science.

Human capital as a driver of transformation

Human capital and materiality

Based on this recognition, at TDK, we see human capital not simply as a resource, but as a direct driver of transformation.

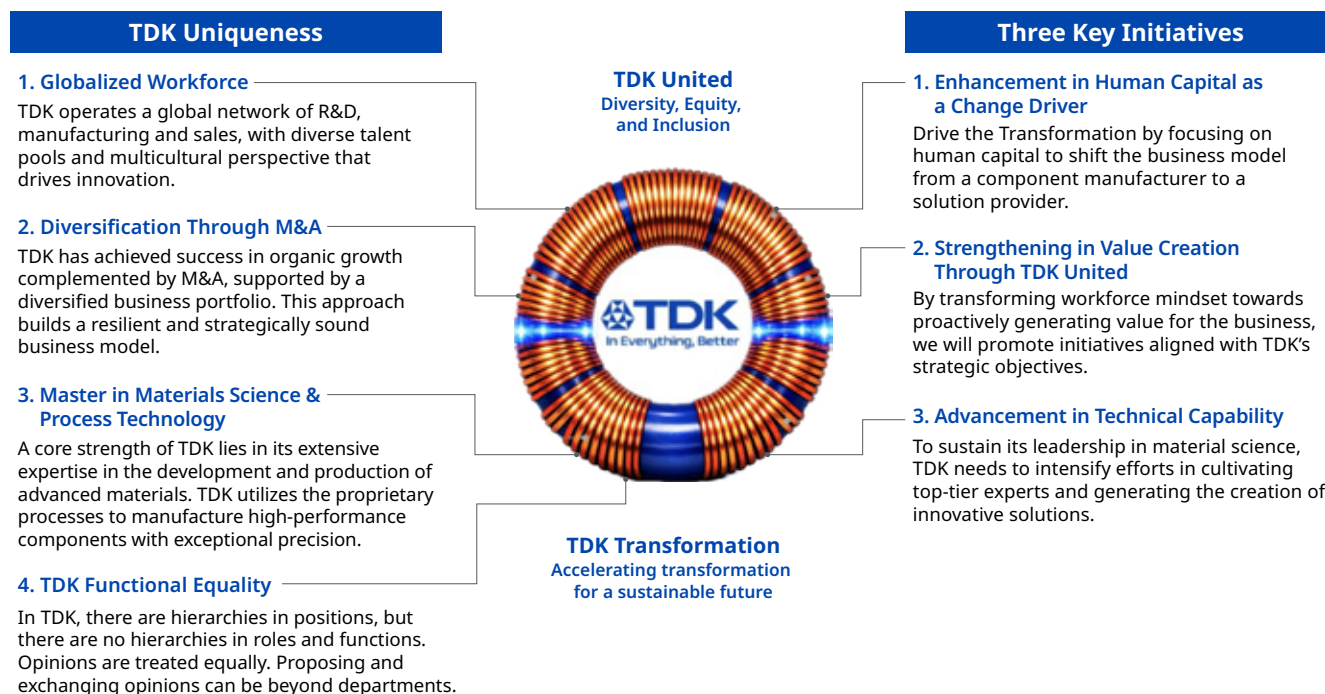
Within our Long-term Vision, people transformation plays a central role in enabling broader business transformation. To support this, we have defined a clear human capital strategy aligned with our business priorities, as well as the risks and opportunities we face in a rapidly evolving environment. In the fiscal year ended March 2025, in conjunction with the formulation of our Long-term Vision, we reviewed our materiality and strengthened the linkage between key issues, including human capital, and our long-term strategy and efforts to enhance corporate value. Based on this, we continue to advance initiatives in priority areas that contribute to value creation.

Our human capital materiality is built on three core axes: promoting diversity, equity, and inclusion through inclusive leadership; enhancing team member health and engagement; and strengthening organizational capabilities to drive innovation and efficiency.

To bring these initiatives to life, we are investing in global workforce planning, talent development, succession planning, and reskilling and upskilling programs. Through these efforts, we aim to build a workforce that is more global, faster in execution, digitally enabled, and increasingly customer- and solution-oriented.

Engagement is a critical driver of this effort. We view engagement surveys not simply as measurement tools, but as mechanisms for identifying issues and driving action.

TDK Human Induction Cycle



When results fall below expectations, we treat this not as a failure, but as a signal for action, which helps facilitate early identification of issues and swift response.

Building capabilities for a changing business

Our HR headquarters, based in Germany, advances our global approach through a core team of five members with diverse nationalities and professional backgrounds. While bringing together such a diverse group requires effort, it supports broader perspectives, more informed decision-making, and stronger overall outcomes. The open and constructive discussions this enables also strengthen our ability to operate as a truly global organization, balancing regional perspectives while maintaining overall alignment.

At the same time, the nature of our business is evolving. Customer expectations are shifting from individual products to solutions. This requires us to anticipate future needs and develop capabilities beyond traditional boundaries. Initiatives such as accelerating the development of products for smart glasses illustrate how different parts of the organization are coming together to create new forms of value. This shift fundamentally changes how value is created, and how we need to develop our people.

This has led to a structure that is fundamentally different from the past, with teams across the organization integrating expertise in sensors, devices, and software to deliver solutions for both consumer and industrial applications.

Leadership, skills, and organizational transformation

In this context, strengthening leadership and individual capabilities is essential. TDK has always placed a strong emphasis on engineering talent as a driver of innovation. Today, we focus not only on attracting talent, but also on developing individuals into leaders and innovators. We

expect leaders not only to manage, but to take ownership and deliver outcomes. By delegating authority, we enable faster decision-making, clearer prioritization, and stronger ownership.

We are also responding to broader workforce changes, including the impact of digitalization and AI. As roles evolve, it is critical to provide opportunities for reskilling and upskilling. Standing still is not an option in this environment. By increasing transparency around future roles and required capabilities, we support individuals in taking ownership of their development. At the same time, we are working to ensure that these development opportunities are closely aligned with business needs, so that individual growth directly contributes to organizational performance.

Our role in HR is not only to support growth, but to cultivate the capabilities, culture, and leadership mindsets required for long-term success.

In parallel, the company is strengthening organizational capabilities through structural transformation. I am directly involved in initiatives such as integrating sales functions and optimizing business structures from both a human capital and process perspective. These are not incremental changes, they are structural shifts designed to improve efficiency and create capacity for higher-value activities.

Connecting human capital to long-term value creation

From human capital to financial value

As the business environment becomes more challenging—with intensifying competition for talent, rising labor costs, geopolitical uncertainty, and rapidly evolving skill requirements—the ability to translate human capital into long-term value is becoming increasingly critical. A key priority is to build resilience without slowing the pace of



innovation. Resilience, in this context, is not about stability. It is about the ability to adapt without losing momentum.

Through this Human Capital Report, we aim to provide greater transparency on how investments in people contribute to performance, innovation, and sustainable growth. If we cannot demonstrate this connection clearly, we are not meeting stakeholder expectations. In this context, we outline our human capital value creation model (► p. 10), providing greater transparency on how these initiatives translate into measurable outcomes, including long-term financial performance.

To achieve our Long-term Vision, it is important to strike the right balance between global consistency and local flexibility while ensuring that talent is deployed where it creates the most value. Managing a workforce across more than 30 countries requires a clear framework; accordingly, we will further develop global standards and build a database for talent evaluation.

Speed, scale, and global talent deployment

Speed is another defining factor. In areas such as AI, automation, and advanced materials, the pace of change continues to accelerate. In many cases, speed itself becomes a competitive advantage.

Our new initiatives, such as the TDK Global Academy, bring together expertise across technology, sales, marketing, and operations to accelerate talent development and value creation. This allows us to scale expertise across the organization more effectively and shorten the path from capability building to business impact. It also helps to break down silos and create stronger connections across functions and regions.

We also recognize that different regions offer distinct strengths. In Europe, where many of our group companies are based, we are leveraging this diversity to enhance innovation and strengthen strategic and HR leadership capabilities. We see this as a strategic advantage, not just a regional characteristic.

By strengthening capabilities, engagement, and mobility across the entire group, we are laying the

foundation for improved long-term returns. In this way, human capital becomes not an indirect contributor to growth, but a direct driver of stronger leadership, faster innovation, and effective resource allocation.

Mindset, data, and the future of HR

To support this transformation, the company is advancing a more data-driven approach to human capital management. By improving visibility into skills, capabilities, and performance, we can make better decisions and optimize talent deployment. Over time, we will further digitize and integrate data across our global workforce to make capabilities more visible and enable more strategic alignment of talent across the organization. This will also support more forward-looking workforce planning, allowing us to anticipate future needs and respond proactively.

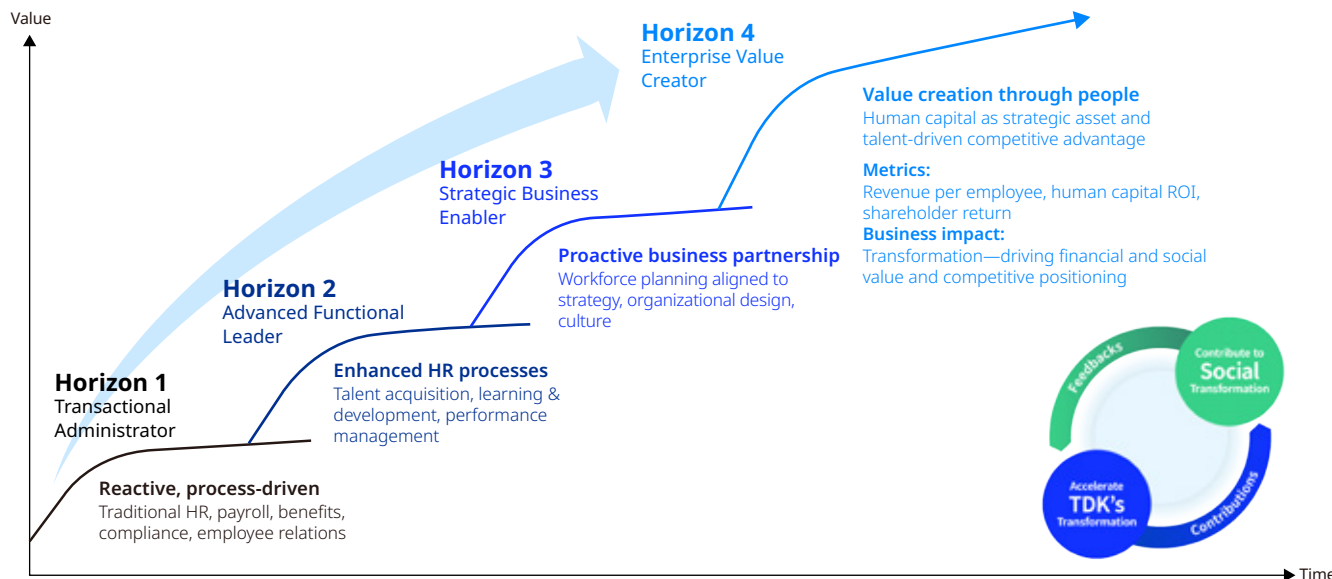
Looking ahead, the continued evolution of HR will be essential. Our ambition is to strengthen HR as a strategic partner that actively shapes business transformation. HR must contribute where business decisions are made. This transformation is already more than halfway complete, and we are now moving into the next phase of execution.

The focus is clear: building capabilities for the future, strengthening organizational adaptability, and fostering a culture that supports continuous transformation.

In our experience, the greatest challenge is not strategy, but mindset. Strategy alone does not drive transformation. People and mindset do. We are addressing this by aligning talent, business, and transformation around a shared purpose, while clearly articulating direction, providing practical tools, strengthening leadership, and supporting our people through transparent communication.

Ultimately, TDK United will be realized when we translate connection into action and action into long-term value, as people move beyond the boundaries of corporate history, geography, organization, and business to act with a shared focus on enhancing corporate value.

TDK human capital transformation journey



Human Capital Driving the Growth of the TDK Group

To achieve its Long-term Vision, TDK considers human capital not as a mere resource, but as the very driver of transformation, functioning as the core form of capital to implement corporate strategy and create value.

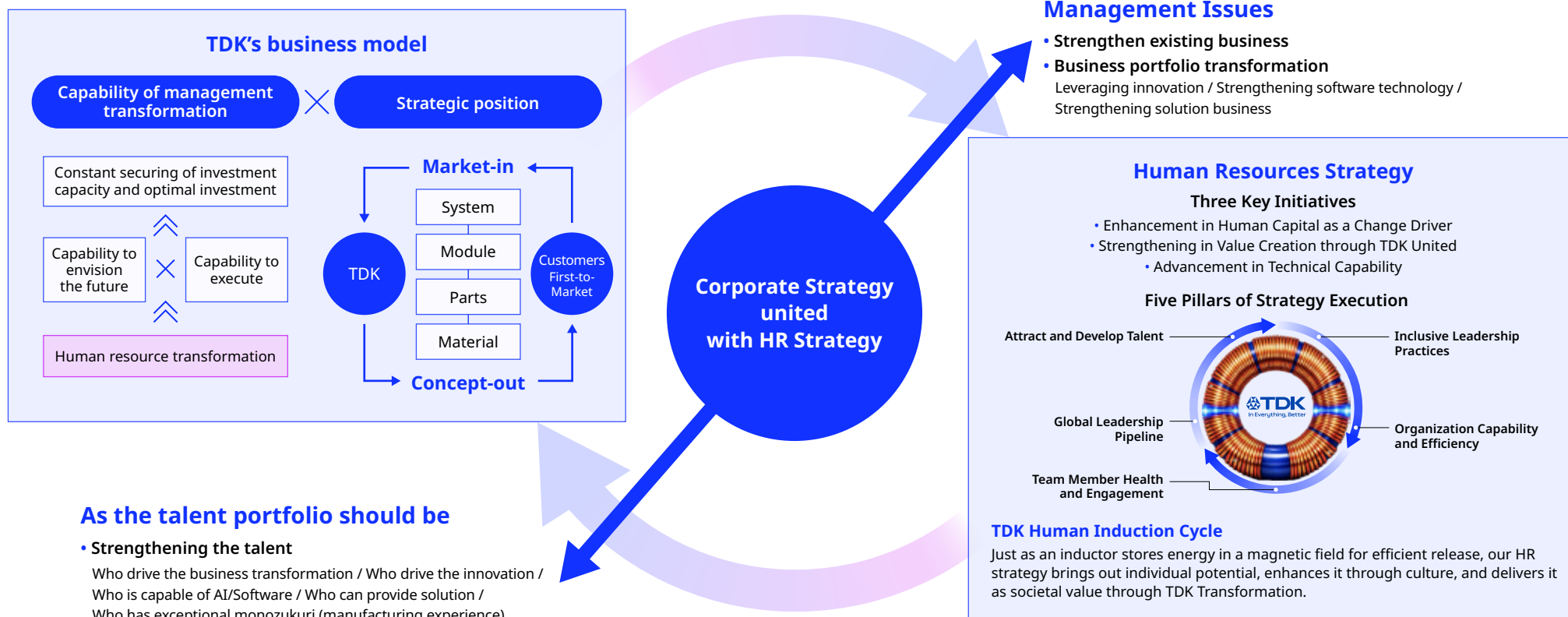
There are two broad challenges that TDK faces in the pursuit of management transformation. The first is the strengthening of TDK's existing businesses. The second is the transformation of our business portfolio through driving innovation, enhancing software technology and strengthening the solutions business.

The strengthening of human resource transformation is a key element in solving these challenges and advancing management. The key lies in securing and cultivating specific talent, namely human resources who will drive business transformation, human resources who will drive innovation, human resources with competence in the AI and software fields, human resources with the ability to deliver solutions, and human resources with exceptional monozukuri (manufacturing experience).

By actively recruiting and training human resources

possessing these skills and by encouraging the self-directed growth of each individual through our global training programs, we aim to enhance the competitiveness and creativity of our entire organization. We will also continuously enhance quality assurance, productivity, technological capability and the capability to execute by combining the strengths of this diverse range of human resources. Through this strategy, we will advance the allocation of optimal investments in human resources in alignment with corporate strategy and the enhancement of organizational capabilities in an integrated manner.

Corporate Strategy united with HR Strategy



Aiming to achieve our future financial goals by strengthening our human capital

TDK considers human capital to be the source of medium- to long-term corporate value enhancement and has systematized the process of creating that value.

First, we use talent with diverse global backgrounds as our input and, through the “TDK Human Induction Cycle,” transform each individual's potential into the energy for change.

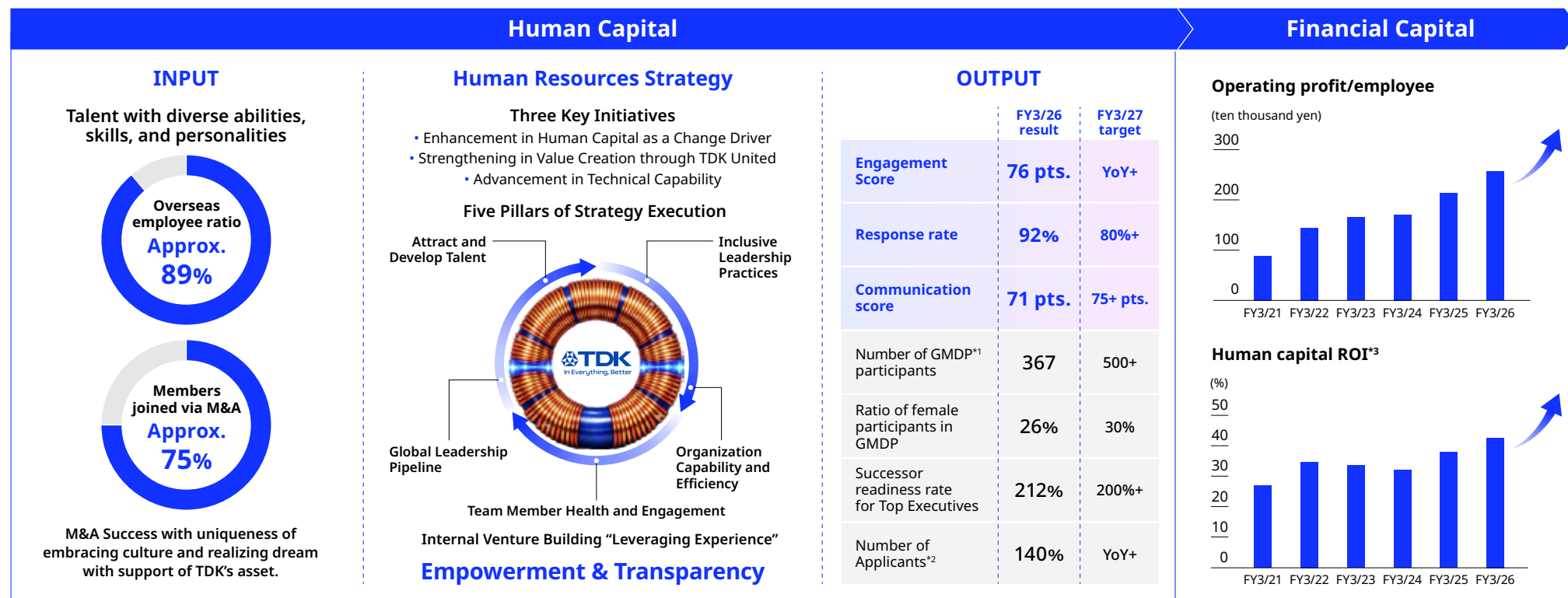
By continuously driving this cycle, we generate outputs such as high employee engagement and the development of next-generation leaders, which in turn lead to concrete financial results, including increased operating profit per employee and a higher human capital ROI.

This entire process is underpinned by TDK's unique

corporate culture, which consists of “Venture Spirit,” respect for diversity, and functional equality.

By promoting management from a long-term perspective grounded in this robust culture, we aim to link the strengthening of our human capital to solid corporate growth and achieve our future financial goals.

TDK human capital value creation model



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.

Establishment of human capital materiality and KPIs based on our long-term vision.

To ensure the reliability of the outputs from our value creation model, we have established KPIs that correspond to the three materiality factors linked to our human capital. We are working to ensure the steady implementation of our strategy by dividing these goals into long-term objectives, which outline our desired future state, and mid-term objectives, which evaluate the process of achieving them.

First, in our efforts to promote diversity, equity, and inclusion (DE&I), we have set diversity at the management level as a long-term goal to enhance diversity in

decision-making. To achieve this, our medium-term goal is to increase the proportion of women in leadership roles and build a deeper pool of human resources.

In our ongoing efforts to develop organizational capabilities, we have established the “number of business entrepreneurs developed” as a long-term metric for driving transformation, and we are striving to improve both the quality and quantity of our human resources. In contrast, our mid-term goals focus on managing the number of participants in development programs and expanding the foundations for transformation.

Furthermore, in terms of improving health and engagement, we aim to maximize organizational vitality by improving long-term engagement scores. We use metrics such as the “communication score” as mid-term indicators to monitor progress in improving the work environment.

Based on these three materiality factors, we will manage and steadily achieve our medium- and long-term goals to generate financial results, enhance corporate value over the medium to long term, and ultimately realize our Long-term Vision.

Materiality: human resources

* KGIs for **L** =Long-term, KPIs for **M** =Mid-term, Unless otherwise specified, long-term is assumed to be approx. 10 years and mid-term approx. 3 years.

Theme	Main KGIs/KPIs for long/mid-term*	Targets for mid-term KPIs*	Progress as of FY March 2026
Promote diversity, equity, and inclusion driven by inclusive leadership practices ▶ p. 12	L Improve diversity in management team M Female ratio of participants in Global Management Development Programs	30%	26%
Develop organizational capability to enhance innovation and efficiency ▶ p. 14	L No. of business entrepreneurs developed M Number of overall participants in Global Management Development Programs	500 participants or more per 3 years	367 participants per 2 years
Improve team member (employee) health and engagement ▶ p. 19	L Improve engagement survey score M 1) Engagement survey measurement (communication) 2) Participant rate of engagement survey	1) 75 points or more 2) 80% or more	1) 71 points 2) 92%

Promote diversity, equity, and inclusion driven by inclusive leadership practices

Strengthening Global Leadership and Enhancing TDK's Competitiveness

TDK continuously implements and refines its Global Management Development Programs to achieve its Long-term Vision: TDK Transformation. These programs aim to meet evolving business needs by developing the next generation of leaders, enhancing diversity in leadership roles, and implementing succession planning.

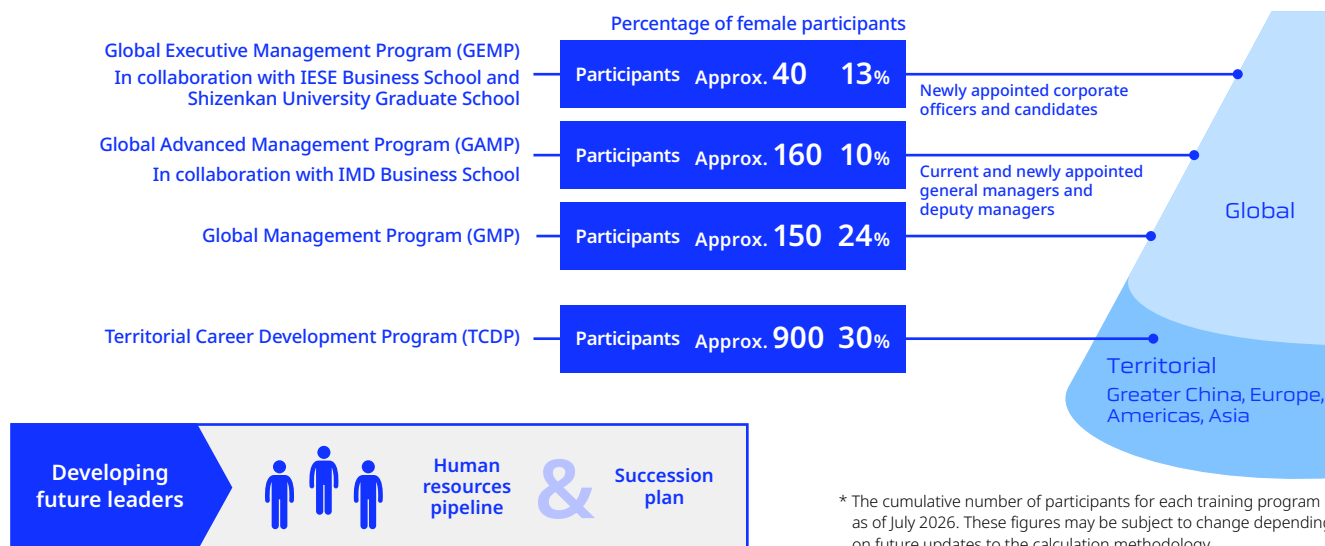
These programs are open to all team members (employees), not limited to specific functions or job roles. They not only bring out individual personalities and abilities but also function as an HR pipeline for individuals who play a role in bridging organizations, aiming to strengthen relationships among human resources by enhancing every level of the organization. They also function as a succession plan to develop the next generation of executives and leaders.

At the same time, we are promoting Diversity, Equity,

and Inclusion (DE&I). Within these programs, too, we have set targets for the percentage of female participants, and monitor these figures continuously. We also prioritize equity and have adopted "inclusive leadership" as a long-term HR strategy, aiming to create an organization where all team members can feel a sense of belonging.

We will continue to refine our training initiatives to unlock the potential of even more outstanding team members (employees). By advancing these HR development activities in tandem with our business operations, we will cultivate the capabilities needed to meet the ever-changing needs of the future, leading to the achievement of the TDK Group's long-term vision and, ultimately, the sustainable enhancement of corporate value.

Number of participants in the Global Management Development Program*



Global Management Development Program (GMDP) for Sustainable Growth

We have established four major programs within our HR pipeline.

GEMP: Global Executive Management Program

Targeted at newly appointed corporate officers and candidates. Participants are selected by the CEO and CHRO. The aim is to strengthen the management foundation that supports the sustainable enhancement of corporate value through the development of the next generation of executive leaders. [▶ p. 13](#)

GAMP: Global Advanced Management Program

Participants are selected by the CEOs of each business company and headquarters functions, with the goal of developing core human resources to lead the company in the future. They compile proposals that contribute to TDK's medium- to long-term growth. At the conclusion of the program, they present their findings to corporate officers, and receive constructive feedback from the perspectives of alignment with strategy and feasibility.

GMP: Global Management Program

Executives and business leaders from diverse business companies and global headquarters functions are responsible for the program's operation. They are also responsible for validating the curriculum based on practical business insights, selecting participants, providing coaching and mentoring sessions during the program, and facilitating the sharing of experiences.

TCDP: Territorial Career Development Program

Business leaders and executives from each region are responsible for the program's operation, including participant selection and review of training content. During the final day's session, participants deepen their understanding of decision-making and business execution at the regional level by sharing leadership insights and participating in mentoring sessions.

Global Executive Management Program (GEMP)

TDK focuses on bolstering its talent pipeline and achieving succession plans, with a view to cultivating next-generation leadership talent.

GEMP is part of the Global Management Development Programs being driven by Human Resources HQ, and aims to “cultivate world-class leaders who can inspire people.” The program applies to newly appointed corporate officers and candidates for those positions, and includes a curriculum designed in collaboration with one of the world’s leading business schools.

To prepare themselves to adapt to a constantly changing business environment and tackle the future challenges facing TDK, participants consider the next Medium-term Management Plan with a view to “achieving sustainable growth and contributing to the world,” and work to foster an innovative entrepreneurial spirit. Through this process, the participants embrace the “TDK

United” spirit, and learn both Eastern and Western philosophies while strengthening their networks within the Group and encouraging collaboration.

In addition, solving strategic challenges at the corporate level and making improvements to the issues facing Group companies strengthens the ownership mindset toward value creation, fosters a deeper awareness of megatrends and critical reforms, and produces multiplier effects that extend to business efficiency, cost efficiency, improved resilience and other areas.

Through GEMP, we will cultivate the next generation of executive management talent who can envision the future of TDK United.



TDK United_Message

From a Divisional Perspective to a Group-Wide Outlook

As CFO of the ATL Group, I support management from a financial perspective. However, I have always felt the need to expand my role beyond finance into the realm of strategy. My goal in participating in GEMP was to broaden my perspective to encompass the entire TDK Group, deepen my understanding of other business units and functions, and learn how TDK can contribute to a sustainable future.

During Module 1 in Barcelona, I was able to greatly expand my understanding of each business and organization, and their respective cultures, through lively peer discussions with participants from various business units and functions. What was particularly impressive was the valuable environment where senior members could discuss matters openly and honestly, allowing us to share a strong passion for making TDK better. I also felt that one of TDK’s strengths is its ability to translate executive proposals into concrete actions, even as a global company.

Moving forward, as CFO, I will continue to contribute to the business not only through finance but also through FP&A, while keeping collaborations with other business units in mind, and continue to consider how I can contribute to the TDK Group as a whole.

Stephanie Wong
CFO
Finance Department
Amperex Technology Limited



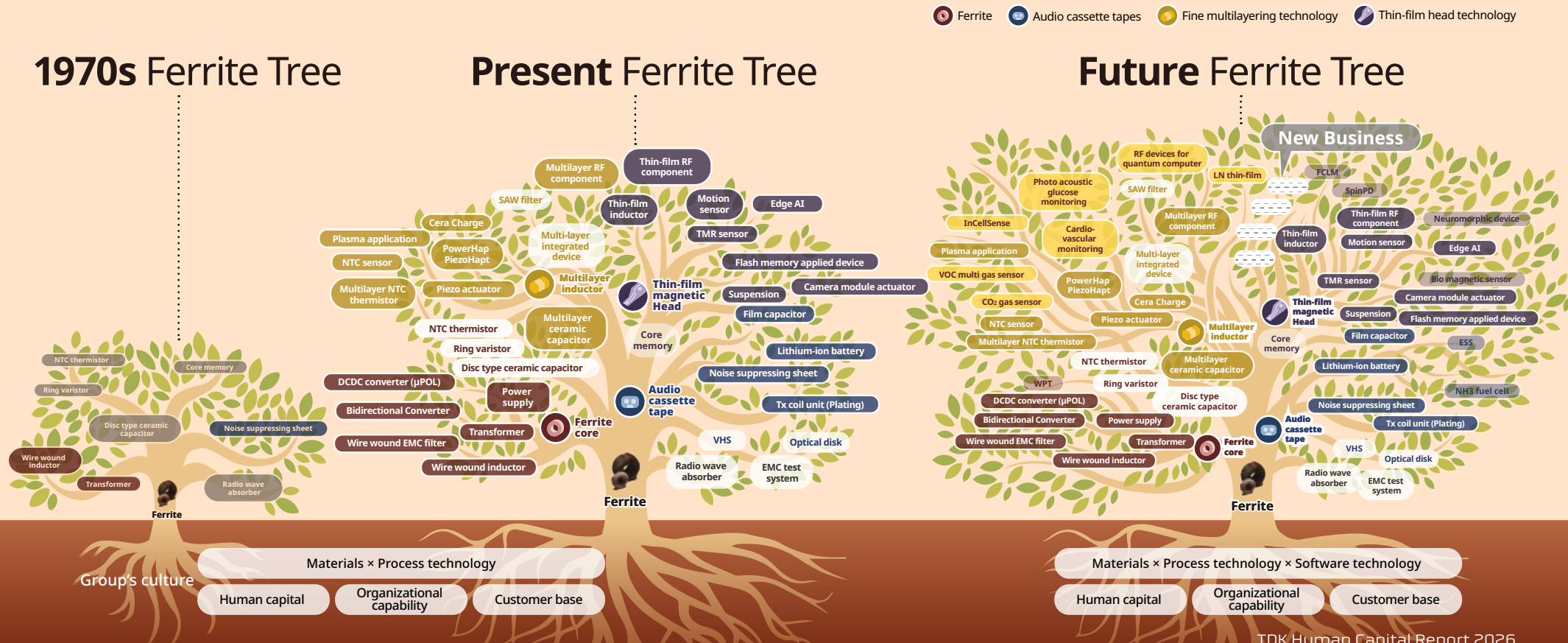
Strengthening the “roots,” including human capital, to evolve the Ferrite Tree

The Ferrite Tree is a concept that expresses growth trajectory that TDK's business has continuously undergone since its establishment with ferrite as its founding business. TDK's generations of products are shown linked by the technology connections of its four major innovations—ferrite, audio cassette tapes, fine multilayering technology, and thin-film head

technology. Since the commercialization of ferrite, the Ferrite Tree has grown technology branches and leaves through the development of materials, process, and derivative technologies and the expansion of TDK's business portfolio through M&A.

To further develop and grow this Ferrite Tree, just as roots beneath the soil are vital to a tree, it is essential to

strengthen TDK's pre-financial capital—such as technical capability, human capital, organizational capability, and customer base—which serve as the company's “roots.” These assets—including not only our successes but also the lessons learned from our failures—are shared throughout the company and passed on to future opportunities.



Develop organizational capability to enhance innovation and efficiency

"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.



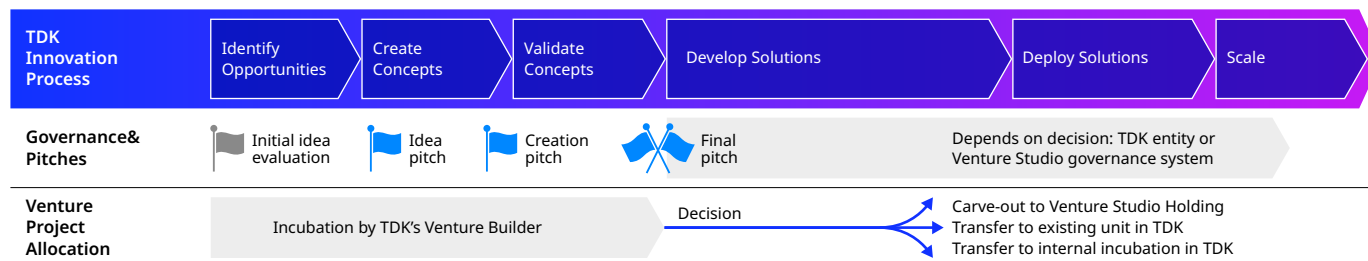
A Hands-On Program for New Business Creation

In 2021, the TDK Group established TDK Kindergarten, an in-house incubator program designed to create new businesses without being constrained by the boundaries of existing operations. This program solicits ideas through a competition format. Following an evaluation process, including presentations to executives, the most promising ideas are selected for advancement to become actual business development projects. Through this program, we continuously improve prototypes through dialogue with customers and stakeholders, identifying misalignments with market needs at an early stage to create products and services with high added value. The program is operated according to the process shown in the figure below. Currently, three projects have reached the "Validate Concepts" phase, which verifies business feasibility, and three others have reached the "Carve-out" phase, where they are spun off as independent businesses. These initiatives not only enhance our future business creation capabilities but also contribute to

improving TDK's overall market adaptability and development capabilities, thereby supporting our foundation for medium- to long-term growth. To expand these business creation initiatives group-wide, in April 2026, we integrated our incubation functions and TDK Kindergarten into the Internal Incubation Dept. under the Technology and Intellectual Property HQ, and rebranded it as "TDK LaunchEngine."

Promoting Entrepreneurship at TDK

At TDK, methods for creating new businesses are also being applied in HR development. In the EU regional career development program TCDP, we incorporated the approaches cultivated through this program and redesigned project work to focus on exploring entrepreneurship. This has demonstrated that entrepreneurship can be fostered regardless of function, region, or hierarchy level, thereby contributing to TDK's strategic value. By combining leadership development with the exploration of business opportunities, we are accelerating Group-wide innovation.



TDK United_Message

Combining Cultivated Expertise to Take on the Challenges of New Business Ventures

The main reason I participated in TDK LaunchEngine was that, after an in-house idea workshop, I felt that by combining my understanding of technology and business structures cultivated through intellectual property work with a problem-solving mindset gained from DX activities, I might be able to create a new business.

After joining, I proceeded with my analysis following three phases: exploring customer issues, formulating value proposition, and developing a prototype to bring the idea to life. I placed particular emphasis on stakeholder interviews aimed at building and validating hypotheses in each phase. Through numerous conversations, I realized that customer feedback does not always directly translate into business opportunities. This is because customers themselves often cannot clearly articulate their needs in words. For this reason, I made a conscious effort to carefully interpret the context behind their comments and the realities of their work, and to formulate hypotheses from multiple perspectives.

Through this experience, my awareness of the need to rapidly cycle through hypothesis building, verification, and improvement has greatly increased, and I have come to strongly appreciate the importance of viewing everything from the customer's perspective, or that of an evaluator. I am currently applying this approach to prototype development as well. By being able to correct mismatches with customer needs at an early stage, we have dramatically improved both development speed and accuracy.

Takumi Ichikawa
Internal Incubation Dept.
Technology & Intellectual
Property HQ



Global Career Development Program: The Global Fellowship Program

This program will cultivate a venture spirit and new perspectives, developing the next-generation leaders who will pioneer innovation.

Spend six months at the forefront of TDK Ventures

TDK runs the Global Fellowship Program to foster next-generation leaders who will drive future growth and face the challenges of a changing era.

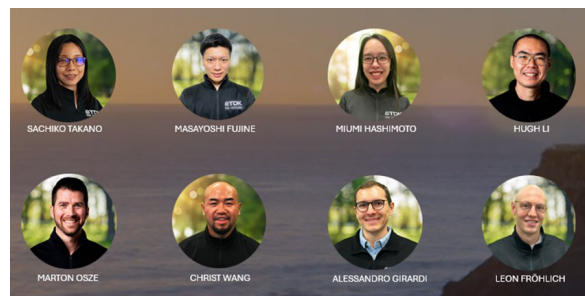
The TDK Ventures Fellowship Program is a 6-month immersive, transformational development experience that introduces a venture mindset and the entrepreneurial spirit.

Fellows work alongside investors and portfolio teams to rapidly assess bold ideas, evaluate markets, and shape investment and partnership opportunities. They experience the latest technologies, business models, and investment analysis methods, and learn firsthand about the venture investment process while attending discussions with startup executives and co-investors. This is a unique opportunity to closely observe emerging technologies that could drive market innovation over the coming years.

The learning objective is to gain hands-on experience in opportunity assessment, customer, market and ecosystem insight, strategic alignment, and cross-functional collaboration. Graduates return ready to inspire change: applying entrepreneurial ways of working to transform their teams, accelerate innovation, and advance TDK's broader transformation initiatives.

Taking on challenges outside of your comfort zone, and bringing what you learn back to the organization

Participants find themselves in unfamiliar territory, somewhere outside the day-to-day "comfort zone" for many team members (employees). In environments that involve swift decision-making, a global perspective and the intersection of different cultures, participants are encouraged to take on risks and embrace challenges under the guidance of dedicated mentors. These experiences allow participants to gain firsthand exposure to the venture spirit that develops entrepreneurs and refine the "soft skills" that are essential for outside-the-box thinking and future decision-makers. Participants take the knowledge, techniques and ideas they gained during this stage back to their respective workplaces to share with and develop with their colleagues. The challenges taken on by each participant strengthen the entire organization's ability to drive innovation, and bolster the organizational capabilities that support sustainable growth.



TDK United_Message

Gaining Business Perspectives on the Front Lines of Business Creation

I took part in the program from October 2022 to March 2023. In addition to being tasked with market and enterprise research regarding Battery to Grid in the India region, I was involved with assessing potential applications and challenges in the drone sector. The program was an invaluable opportunity that greatly broadened my knowledge beyond my day-to-day responsibilities. Researching startups was particularly memorable. This went beyond technical research, as I needed to evaluate businesses from an array of perspectives such as market potential and financial returns. These experiences gave me an in-depth understanding of how companies view future business opportunities and shape their growth strategies.

I have been making use of that experience in my regular work after completing the program. I have now returned to Tech & IP, where I am responsible for identifying cutting-edge technologies in Taiwan. Through the program, I gained the ability to view opportunities through a broader lens that includes business prospects and financial potential in addition to technical aspects. Looking ahead, I want to continue working to uncover and nurture themes that will lead to new business creation, contributing to the future business development of TDK.

Marshall Wu
Manager
New Technology Survey &
Hunting Section
TDK Taiwan Corporation



TDK MAKER DOJO Makerspace

An innovation space open to all team members

TDK has established a “makerspace” called TDK MAKER DOJO in Yawata Technical Center, which all team members (employees) can visit and make use of. In this space, team members can engage in hands-on creation using digital fabrication tools such as 3D printers and laser cutters and combining modular components. It serves as an internal hub for open innovation, designed to make tools easily visible at a glance and to encourage hands-on creation and idea generation.

At the DOJO, by getting hands-on and putting themselves in the shoes of customers, team members can gain the perspective of the customers who actually use our electronic components. There are even examples of demo units created here being used in sales activities.

This space attracts team members who are eager to take on the challenge of making things on their own initiative. The DOJO also has dedicated staff who support the growth of team members who are eager to try.

It is also designed as a space where team members from diverse backgrounds can communicate freely. It is used not only by technical staff, but also sales and administrative staff, serving as a place to put customer perspectives into practice, to take on new challenges, to achieve personal growth, and to demonstrate respect for diversity. We also host internships as part of our recruitment efforts, utilizing the DOJO as a recruitment venue.



Origins of the DOJO

Fukujiro Sono—TDK’s third president—emphasized the importance of taking action with the phrase, “A company is like a training dojo.” The underlying philosophy behind this phrase is that a person’s worth is not determined by the amount of knowledge they have crammed into their head, but rather by the actions they take once they enter society. It is the company’s role to help employees understand the essence of the company and realize the meaning of life through their actions. Based on this philosophy, we established TDK MAKER DOJO as a place where people can get their hands dirty and take action. It has also become a place where diverse members inspire and elevate each other, fulfilling a role in human resource development.

Turning Bottom-Up Grassroots Activities into Innovation

Our customers are people who use components to create things. We launched DOJO because we believed that the surest way to understand their perspective was to actually use the components ourselves. Since its launch, we have held workshops and study sessions, working with the hope of supporting grassroots innovation within the company.

At TDK, I feel there is a long-standing tradition of an atmosphere where people can take on challenges related to themes they believe will benefit both themselves and the company. This is one of the key elements for driving innovation. However, this kind of corporate culture risks fading away if we do nothing to maintain it. I hope to contribute to building a system where TDK can continue to drive innovation from various angles by linking bottom-up activities like this DOJO with other initiatives.



Shunya Sato
Department Head
Internal Incubation Dept.
Technology & Intellectual
Property HQ

Encouraging Communication to Create New Value

When all team members have a place to gather and share their ideas, horizontal connections are formed, and communication flourishes. I want us to further expand this network and create spaces that serve as hubs for communication. In April 2026, we launched DOJO AKITA in the Akita region. We aim to make this a place where team members from diverse backgrounds can build horizontal connections, share information, and create new value.

However, even if we create something new, it must be something that customers find convenient to use and that provides value to society. By creating environments where TDK’s electronic components are actually used, to see what value they bring to end users and how they solve societal challenges, we aim to drive innovation based on customer perspectives.



Shuji Sakaguchi
Department Head
TDK MAKER DOJO Dept.
Technology & Intellectual
Property HQ

TDK United_Message

Strategic Expansion of Software Talent

TDK is strategically working on a global scale to recruit and develop high-level software talent who will drive value creation within its AI ecosystem.



Tsutomu Hashimoto

Department Head
Software Solutions Development
Dept., Applied Product
Development Center, Technology &
Intellectual Property HQ

The Ideal Talent Profile for the Era of Edge AI

As it continues to contribute to the AI ecosystem through its proprietary technologies, TDK seeks talent who possess three key qualities: the technological capability to leverage TDK devices, the ability to connect people, and the capacity to adapt to business needs. At the core of this lies the technological capability to understand TDK devices at a deep level and create software that helps solve societal challenges. Without the ability to run algorithms within limited computational resources while taking into account the physical

characteristics of sensors, magnetic devices, and piezoelectric devices, we cannot create software that embodies TDK's unique qualities. The ability to engage others and drive initiatives, creating value that transcends the boundaries of business units by focusing on our customers' challenges, is another essential quality.

It is only when these strengths are demonstrated together with global colleagues from different cultures and with different fields of expertise that they realize their true value. Venturing into new business areas also requires an understanding of applications, security, and regulatory compliance. We believe that talent who possess all three of these qualities will be the ones supporting global-scale value creation within the AI ecosystem of the future.

Building a Global Organizational Culture Where Colleagues, Skills, and Roles Are Clear

To strengthen our software talent pool, it is essential that we broaden our recruitment channels, provide opportunities for growth, and make this part of our culture. On the recruitment front, we actively work to secure global talent and technological assets through acquisitions of companies with strengths in software technology, particularly in the fields of sensors and AI. In Japan, we actively recruit talent from diverse backgrounds through internship programs open to both domestic and international students. To foster an environment conducive to growth, we create opportunities for dialogue and encourage

the formation of technical communities across our sites and business divisions in Japan and overseas. We believe that connecting the expertise and insights of each site on a global scale and fostering an environment where we can learn from one another will accelerate the growth of our software talent.

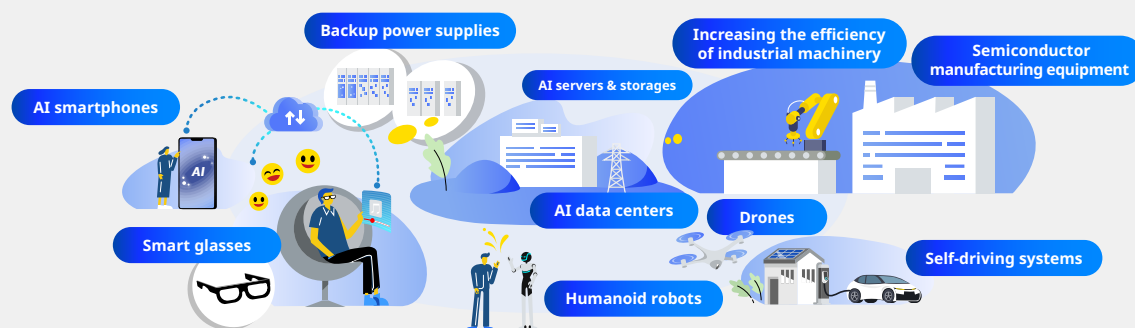
In terms of fostering a corporate culture, it is important to create an environment where each individual, regardless of country or location, can truly feel that they have colleagues, that their own skills are recognized, and that their role has a place within TDK. We believe that as a culmination of these efforts, software will one day become as naturally ingrained in TDK on a global scale as its material and process technologies.

Working Together Globally to Support Future Value Creation

Our long-standing investment in software talent is now yielding tangible results. The seeds we have been sowing since the early 2010s are steadily bearing fruit, as evidenced by the launch of new businesses such as Edge AI BD and AR Platforms BD. Even in The Ferrite Tree, which symbolizes TDK's business foundations, software is beginning to take firm root as one of the key forms of pre-financial capital.

TDK's unique advantages include the opportunities to combine software with hardware, be involved in manufacturing at a global scale, and pursue value creation through day-to-day collaboration with colleagues at R&D sites around the world. We are convinced that by pooling the expertise of each site and bringing together knowledge on a global scale, we can achieve innovations that would be impossible for any single site to produce on its own. At the same time, establishing a development structure that allows for organic collaboration while respecting the diversity of each site remains a key priority. Going forward, we will continue to further strengthen our framework for leveraging each other's strengths while embedding software as a culture throughout TDK.

With our software talent firmly rooted around the world, the branches of our business will flourish not only in new areas but also in our existing device business, and we will realize this future of value creation on a global scale.



Improve team member [employee] health and engagement

TDK Continues to Transform, Starting with the Voices of 100,000

Purpose of Our Engagement Survey

The TDK Group positions human capital as the core of value creation, and conducts MyVoice—a globally standardized engagement survey—to objectively and continuously visualize the state of its human capital. The survey quantitatively measures team member (employee) engagement, identifies organizational strengths and areas for improvement, and utilizes these insights to create a healthy work environment.

These engagement metrics are also closely linked to corporate management. These metrics are incorporated into the performance-linked stock-based remuneration (performance share units/PSU) evaluation index for all corporate officers, including those overseas, and all executives share their progress with the CEO as one of their key focuses.

High Interest and Participation Drive Score Improvement

In the third MyVoice engagement survey conducted in 2025, the participation rate was 92%, and more than 54,000 comments and suggestions were received from team members. This demonstrates that team members view this survey as an important opportunity, and are participating with a high level of interest and expectation for improving engagement.

The Challenge: Improving the Communication Score

Although the “Communication” score improved steadily from 67 in the first survey in February 2023 to 68 in 2024 and 71 in 2025, it still remains a priority area. For TDK, which employs team members from diverse backgrounds across approximately 100 countries and regions, communication is not only a key area for improvement, but also the area that

team members themselves rated as “most valuable.”

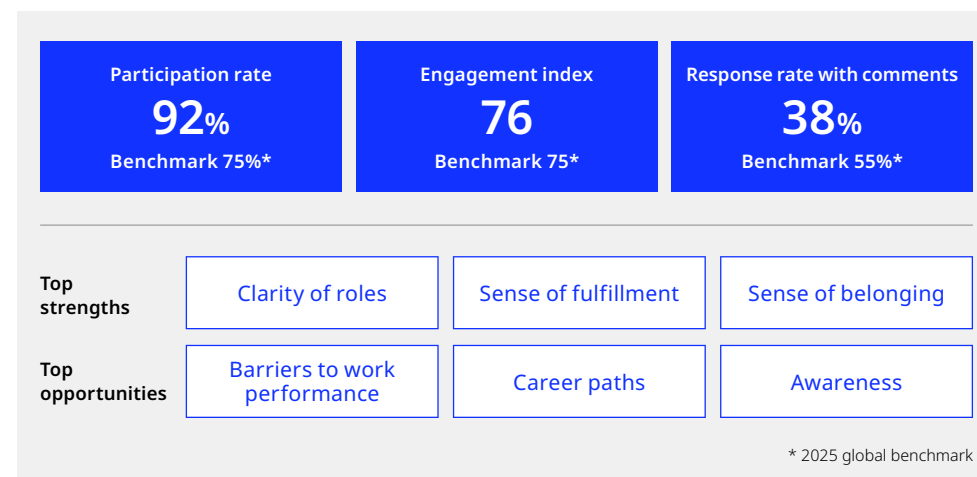
Communication lies at the core of engagement, and serves as the starting point that ripples out to many other factors, such as “Leadership,” “Execution of Actions,” “Obstacles to Execution,” and “Recognition.” We believe that focusing on this area will generate positive ripple effects across the organization. Based on this idea, we have set a mid-term quantitative target of raising the score to 75 points or above, and are implementing measures globally across the Group.

Materiality

Main KGIs/KPIs for long/mid-term*	Target for mid-term KPI*	FY3/25 result	FY3/26 result
Long-term: Engagement survey score			
Mid-term: 1) Engagement survey measurement (communication)	1) 75 points or more 2) 80% or more	1) 68 points 2) 90%	1) 71 points 2) 92%
Mid-term: 2) Participant rate of engagement survey			

* Long-term and mid-term KPIs: Unless otherwise specified, long-term is assumed to be approx. 10 years and mid-term approx. 3 years.

2025 Team Member Engagement Survey (MyVoice)

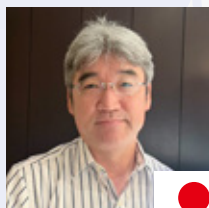


TDK United Voice Improved engagement from the perspective of team members (employees)

Because TDK is a company where “people are everything,” we make use of these scores to motivate employees to take on challenges.

I believe that engagement surveys are crucially important for the Company's sustainable growth and organizational transformation. To TDK, people are everything. Quantitatively assessing whether those people are able to “proactively take on challenges in their work with a sense of belonging to the company” is something I see as extremely significant as one of the leaders of the organization. Based on the surveys, we have implemented a host of specific actions, from 1-on-1 sessions to bottom-up organizational reforms. Going forward, we will strive to foster a sense of unity across the site and enhance communication by supporting each team member's work and growth trajectory while promoting regular internal engagement and reforms to our organizational culture.

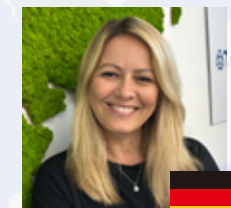
Ryo Kobayashi
Senior Manager
ECBC Corporate Planning Group



We continue to lay solid foundations toward further development!

I think that MyVoice is more than just a way to enhance employee engagement; it is also an opportunity for employees to share their opinions, concerns and suggestions. Looking at the survey results, it is also very encouraging to see that TDK's sense of purpose, clarity of roles and sense of belonging are identified as key strengths. However, the results also show that there is still work to be done on the implementation side, as well as on the communication front. But I think the fact that these themes are being discussed and brought into focus is a positive step forward in itself. I feel that by addressing these several areas of improvement, we are steadily laying solid foundations for further development and positive effects.

Burcu Ak
Global Talent Development Manager
Human Growth Dept. COE
Human Resources HQ



Open engagement surveys are producing steady improvements.

One of the biggest strengths of these engagement surveys is their openness. I also take it as a great positive that they show progress being made year after year. The most significant change was improved corporate communication. Since the first survey was conducted, significant improvements have been made to the clarity, structure and consistency of the information disseminated internally. I get a sense that employees have a better understanding of the trends affecting the company, the direction of strategy and future steps than before. From my perspective as someone involved with administering the surveys, while there is room to improve the processes and accuracy, I strongly feel that we are heading in the right direction toward achieving our goals.

Tibor Dombi
Integration & Automation Head
HQ HR Center of Excellence, HR Platform Department
TDK Management Services GmbH



I can sense the organizational changes taking place as we shift to greater global integration!

The surveys have triggered various changes in the organization. Meeting arrangements that take different time zones into account have improved employees' work-life balance, while improvements to the commendation system have made employees' achievements more visible and led to more effective evaluations by upper management. The establishment of dedicated committees aimed at regional contribution has also led to the creation of social value and a greater sense of participation. However, siloing and fragmented systems across the organization continue to be issues. Going forward, it will be important to pursue coordination and streamlining through standardization and integration, and if we are able to strengthen messaging on TDK's global value at the same time, I think it will also improve employee pride and engagement.

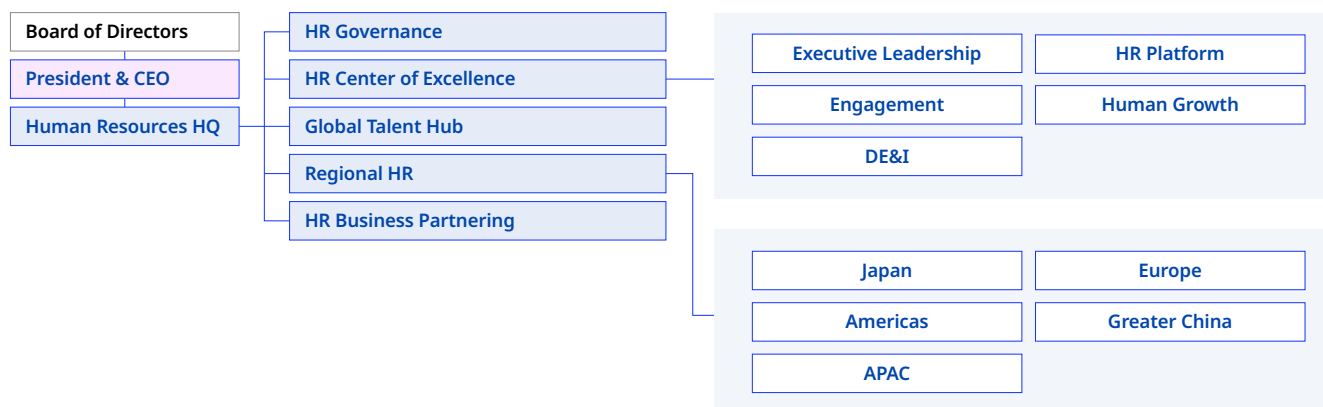
Doris Chen
Sr Manager
Office Administration & Management
InvenSense US HQ



Governance Framework for Human Capital Management

To advance our human resources strategy in tandem with our business strategy, we have established a globally integrated HR governance framework. The global HR function is led by the Chief HR Officer (CHRO), who reports directly to the President & CEO and is responsible to the Board of Directors for formulating and executing the human resources strategy. As a member of the executive team, the CHRO aligns business and human resources strategies and advises on management decisions from a human capital perspective. The Board oversees these initiatives and reviews human capital utilization and risk management, including succession plans for the next CEO and management team, to enhance corporate value.

The CHRO also works closely with Corporate Officers and the General Managers of each business unit to regularly report on and discuss progress in the human resources strategy and key initiatives at Executive Committee meetings. We have established HR functions at the global, regional, and local levels that collaborate across the Group, enabling the swift and consistent implementation of human resources strategies and HR initiatives tailored to business needs.



Risk Management

We recognize risks related to human capital as one of our key management risks. We comprehensively assess these risks within our company-wide sustainability and business risk framework, and continuously monitor and improve our approach.

As part of this effort, we report human capital metrics to the Executive Committee and Board of Directors, and discuss improvement measures at Executive Committee meetings. For example, we use the results of regular engagement surveys to gauge employee sentiment and the state of the organization, and we discuss and implement necessary improvement measures at Executive Committee meetings. Furthermore, we incorporate the survey results into the evaluation criteria for executive compensation, thereby increasing management's engagement and enhancing the effectiveness of improvement measures. In addition, we regularly evaluate and review priority initiatives under our human resources strategy in relation to key issues (materiality), and share them across the entire Group to ensure the early identification of risks and appropriate responses.

Through these initiatives, we aim to reduce risks related to employee retention, development, and ensuring diversity, with the goal of sustainably enhancing corporate value.

Boldly Delegating Authority and Ensuring Transparency

Having expanded globally from an early stage, we appointed our first non-Japanese Corporate Officer in 2004 and have since increased their number while globalizing management. Today, about 90% of revenue and employees are overseas, and 8 of 17 Executive Officers are non-Japanese.

In group governance, we are transforming into an autonomous, decentralized organization under "Empowerment & Transparency." By trusting and delegating authority to people who share our goals and principles, we accelerate decision-making while ensuring transparency for stakeholders. At the corporate level, the global HQ supports business companies and business groups with cross-functional functions, including technology development, HR, and legal affairs, to foster collaboration. Regional HQs in Japan, Europe, the Americas, China, and APAC provide tailored support and actively delegate authority to the front lines.



Executive Vice President
Andreas Keller
CHRO and General Manager,
Human Resources HQ



Corporate Officer
Albert Ong
Chief Executive Officer of
Magnetic Heads Business
Company, and General Manager
of HDD Components Business
Group of Magnetic Heads
Business Company



Corporate Officer
Ji Bin Geng
General Manager of Energy
Devices Business Group of
Energy Solutions Business
Company



Corporate Officer
Werner Lohwasser
Chief Operating Officer of
Electronic Components Business
Company



Corporate Officer
Roshan Thapliya
Chief Digital Transformation
Officer, General Manager of
Digital Solutions and
General Manager of AI Group,
Digital Solutions Division



Corporate Officer
Ludger Trockel
General Manager of
Sales & Marketing



Corporate Officer
Joe Kit Chu Lam
General Manager, China HQ



Corporate Officer
Jim Tran
General Manager, Americas HQ
and Deputy General Manager,
Technology & Intellectual
Property HQ and General
Manager, Americas R&D Center,
Technology & Intellectual
Property HQ

(As of June 30, 2026)

Establishing a Global Human Resources Division in Germany to Accelerate the Globalization of the HR Organization

The TDK Group is an organization with more than 100,000 team members (employees) worldwide. Many of them joined TDK through mergers and acquisitions, and original TDK employees account for only about a quarter of the total workforce. In particular, since 2000, many companies have joined our ranks, and TDK's diversity has expanded significantly.

To address this situation, TDK has also embarked on a transformation of its human resources structure. In 2017, the Global Human Resources Division was established in Munich, Germany, rather than in Japan, and Andreas Keller, a German national, was appointed head of human resources. With this as the starting point, the reorganization of TDK's global human resources organization began. Gender diversity has also increased; the percentage of female HR leaders, which stood at 10% when the restructuring began, has now risen to 49%.

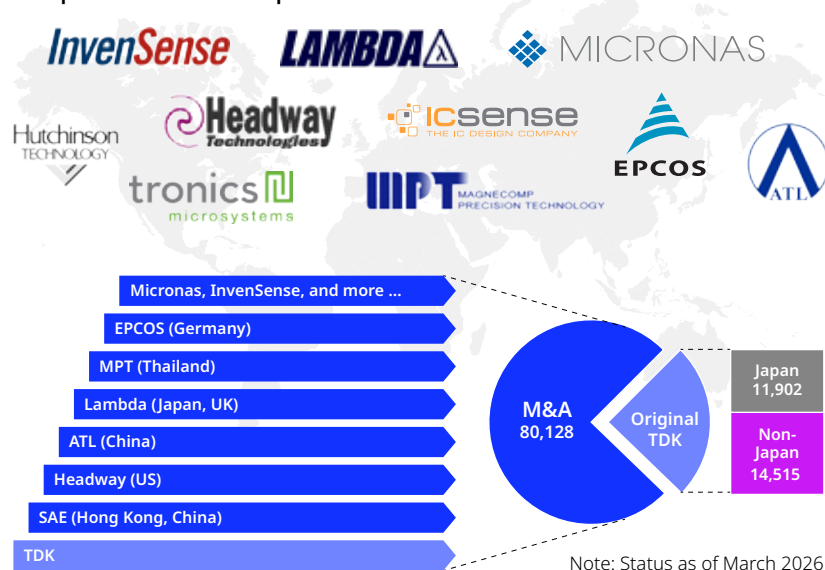
Furthermore, by bringing together members,

including leaders, from different operating companies and regions, we avoid a one-sided approach and enhance the effectiveness of the structure linking the global HR function to regional HR teams and, ultimately, to the HR departments of individual companies.

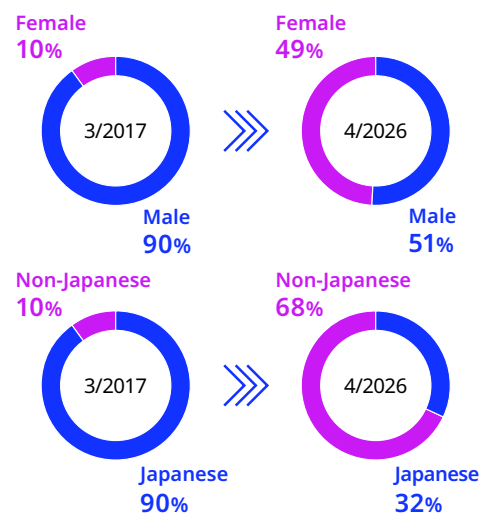
As a result, the proportion of foreign nationals among all global HR function leaders has risen significantly, from 10% in 2017 to 68% today. This change keenly reflects the current state of TDK in an increasingly globalized world.

To leverage this diversity as a strength, TDK brings together its wide range of businesses and provides a platform that fosters cross-organizational co-creation. This enhances TDK's unique competitive advantages: creativity born from the interplay of diverse talent and distinct personalities, as well as the ability to drive innovation through co-creation.

Composition of TDK Group team members



Composition of the Global HR leadership team



Developing an Organization Where Everyone Shines with Functional Equality, Transcending Nationality and Location

I manage a Munich-based department responsible for planning and implementing TDK's global human resources initiatives. TDK's strength lies in its diversity, with the majority of its employees working overseas. Our mission in Human Resources is to transform this diversity into a tangible strength.

Guided by the principle of "functional equality," we have advanced human resources transformation centered on the Global Management Development Program (GMDP) [▶ p. 12](#), a globally standardized selection and development program. It enables potential next-generation leaders to learn from and inspire one another on an equal footing, transcending nationality and organizational affiliation. As a result, leaders from diverse backgrounds are flourishing worldwide. The insights they bring, combined with TDK's DNA, are fostering an autonomous and decentralized organization capable of devising optimal solutions to complex challenges.

We are also building a Human Resource Information System (HRIS) to centralize employee data worldwide. By visualizing each individual's expertise and career path, we aim to place the right people in the right roles based on data, beyond the boundaries of nationality and location. We believe this is key to unifying our expanding organization and supporting management that can adapt to change.

Going forward, we will expand systems that enable members worldwide to chart their own career paths and demonstrate their potential through functional equality. We believe that deepening interconnectedness—bringing together diverse individuals and continuously generating synergy—will maximize the value of human resources and lead to TDK's sustainable growth.

Tomoyo Hiraoka

HR Center of Excellence Head
Human Resources HQ



The Employer Branding Approach

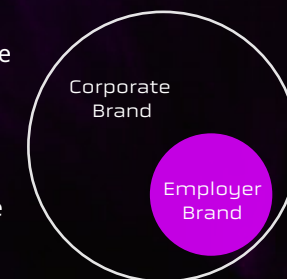
Going beyond recruitment branding to make TDK a name that is trusted, inspires confidence, and is loved by all employees and job seekers

Corporate Branding

- Activities that convey a company's overall image and value to society and customers
- Includes products and services, corporate philosophy, social responsibility, etc.
- Purpose: To earn the trust and support of customers and society
- "Why buy from us? "

What is Employer Branding?

- Activities to communicate the value of the company as a "workplace"
- The primary target audience is current employees and job seekers
- Objective: To attract and retain talented human resources and increase employee engagement
- "Why work for us? And stay? "



What is Employer Branding?

Employer branding refers to activities that systematically communicate the value of a company as a place to work. We will clearly communicate who we are, what we value, and how we can make a difference. This allows us to convey our appeal as an employer and the opportunities for growth to job seekers, while fostering a sense of unity with our team members by sharing our company's values. Through these initiatives, we will enhance engagement and satisfaction, build long-term relationships based on trust, and further promote collaboration across multiple sites.

The primary target audience is current employees and job seekers.

This applies not only to current team members but also to job seekers who are considering joining TDK in the future. At TDK, the first Japanese venture company originating from a university, every employee views change with an open mind, embraces an entrepreneurial spirit, and drives impact from within. We will consistently convey the unique value of work that this environment produces.

Our goal is to attract and retain talented human resources and increase employee engagement.

This initiative is designed to attract and retain talented human resources and maintain high levels of engagement. To achieve this, we have defined TDK's unique appeal and the expectations we hold as our "Employer Value Proposition (EVP)." We incorporate this into various areas, including recruitment, career and HR development, and performance evaluation. We will steadily enhance what it means to work at TDK and the appeal of doing so, bridge the gap between pre- and post-employment perceptions, and promote innovative co-creation that transcends regions and locations.

A Key Figure Explains the True Meaning of “TDK Employer Branding”

Stephanie Deml

Head of Global Employer Branding & Recruiting
HR Center of Excellence / Engagement
TDK Management Service GmbH



Why Pursue Employer Branding Now?

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

In today's talent market, the ability to attract and retain skilled talent is no longer just an HR topic. It is a fundamental driver of business success. For a technology-driven company like TDK, access to highly skilled talent directly impacts innovation capacity, speed of execution, and long-term value creation. That is why we view Employer Branding not as a communication program, but as a strategic enabler of competitiveness and growth.

Following the launch of our new Corporate Brand in August 2025, we have taken a decisive step forward. We have translated our corporate identity into a clear and credible promise for our people through our Employer Value Proposition (EVP), making it tangible in the everyday employee experience. Our ambition is to create a consistently recognizable TDK experience across markets, ensuring that people can clearly understand the value of building their careers with TDK wherever they are.

Three Objectives for Strengthening Human Resource Management

We aim to strengthen the value of working at TDK worldwide and become an employer of choice across global talent markets.

We are driving three fundamental transformations through our Employer Branding strategy. The first is to strengthen awareness and attractiveness as an employer. While TDK is widely recognized for its technological excellence, the opportunities for growth and development that TDK offers as a workplace are not yet fully understood. We are therefore communicating more clearly about who we are, what we stand for, and how people can grow and develop at TDK. The second is to strengthen internal alignment and enhance the team member experience. Building on our long-standing Venture Spirit and pride in technology, we are fostering a culture where team members across generations and regions feel a strong connection to TDK and a clear sense of purpose. The third is to enhance strategic collaboration across regions and organizations. Through our global Employer Branding network, we enable the exchange of best practices and support consistent implementation while respecting local market characteristics. This approach strengthens the quality, consistency, and sustainability of our global talent pipeline and further reinforces our human capital management.

Current gaps and areas for change in promoting Employer Branding

Recognition and Appeal as an Employer

- Technology and innovation: High profile
- Further clarifying our corporate identity (What makes TDK unique)
- Strengthening the appeal of “TDK as an attractive workplace” to potential candidates

Internal Perception and Team Member Satisfaction

- Evolving our organizational culture from one that values tradition to one with a more even and inclusive playing field
- Promoting DE&I so that people from diverse backgrounds can thrive
- Improving team members' engagement with the company

Strategic Cooperation Across Locations

- Implementation of a strategic approach from a company-wide perspective
- Creating synergies among global locations and strengthening collaboration across organizational boundaries
- A shift from “task”-centered management to “talent”-centered management that supports individual growth and career development

Focus Striving for Substantial Improvements to Employee Engagement

The Vision of Employer Branding

Through employer branding, we aim to establish the “value of TDK as a workplace” in a way that is consistently communicated across all our locations worldwide. This will involve simultaneously achieving three outcomes: becoming an employer of choice for job seekers, giving team members reasons to stay and grow at TDK, and strengthening the human resources pipeline for management.

Four Targets

① Establishing a Truly Unified Global Identity

We will unite all regions and Group companies under a common EVP. At the same time, by respecting the culture and unique characteristics of each region and enabling authentic, locally driven communication, we will strike a healthy balance between global consistency and local relevance.

② Consistency of Messaging in the Global Market

By unifying our messaging, visuals, and actions, we will build an unwavering global presence where people in any market and at any touchpoint recognize, “This is TDK.”

③ Clearly Communicating Our Appeal as an Employer

We will convey a comprehensive picture of who TDK is, what we value, and what career and growth opportunities we can offer—all through consistent messaging. We go beyond simply highlighting our technology and conveying the genuine value of our workplace to top talent around the world.

④ Building Long-Term Trust

We will create an environment where the promises we’ve made as part of our EVP are truly realized in the day-to-day work experience. By consistently aligning our words with our actions, we foster long-lasting trust.

The jobs and work environments sought by job seekers



Students, Interns, and Trainees

- Real-world projects that are not just theory
- Mentoring programs and onboarding systems
- Learning and career growth
- A friendly and diverse culture
- Future employment opportunities
- Meaningful work



Manufacturing and Operations

- A cutting-edge, high-tech work environment
- Emphasis on efficiency and quality assurance
- Ongoing problem solving
- A world-class global production system
- Career paths and training programs
- Evaluation of actual job performance



Engineering, R&D, and Strategic Innovation

- An environment where employees can freely pursue innovation
- Technologies that shape the future
- Products that have an impact on the real world
- Cutting-edge tools and research facilities
- Collaboration with global experts
- Continuous learning
- Balancing stability with bold ideas



Sales and Marketing

- Launching cutting-edge technologies
- Driving business growth
- Global, customer-facing roles
- Strategic discretion
- Fast-paced, cross-departmental work
- Merit-based evaluation
- Expanding market presence
- Collaboration with product and innovation teams



Corporate Functions (HR, Finance, IT, Legal, etc.)

- Strategic engagement
- Development of global processes
- A multicultural and modern team
- Driving digital transformation
- Clarity, stability, and growth

— TDK United_Message

Communicating the Value of Working at TDK in Our Own Words

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In Japan, a major challenge was how to raise awareness of TDK among the younger generation. To mark the renewal of our corporate brand, we launched this initiative with the goal of taking the lead in implementing employer branding from our main base in Japan and conveying the value of working at TDK in a way that feels more relatable and impactful.

What we prioritized was not limiting employer branding to a recruitment message but also communicating the Company's vision and core values to employees. To achieve this, we avoided making it a headquarters-led initiative and instead emphasized having each location take ownership of this issue as their own. We began by bringing together HR personnel from each region and members of affiliated companies across the board to share a common goal. In this process, reviewing our presentation materials and communications from a student perspective also served as an opportunity for us to reexamine TDK's appeal and the meaning of working here.

A particularly symbolic moment was the job offer ceremony held at the National Stadium during the Tokyo 2025 World Athletics Championships. Allowing our new hires to experience firsthand how TDK supports the global stage served as a major catalyst for fostering pride and expectations for the company. At the same time, I believe it was an opportunity for the employees involved to truly realize that their work shapes our brand. More than anything, the fact that the recruitment materials and content we filmed and created ourselves were introduced within the Group as examples of global best practices was the greatest encouragement for the project members.

Moving forward, we aim to go beyond simply raising awareness and further establish employer branding as a cornerstone of our HR strategy. While expanding our initiatives to help new hires deepen their understanding of the company and their roles after joining, as well as fostering interaction among employees, we will cultivate an organizational culture where each individual embodies the essence of TDK through their daily actions, and where everyone takes pride in their work.

Enabling Employees and the Company to Share a Common Vision for the Future

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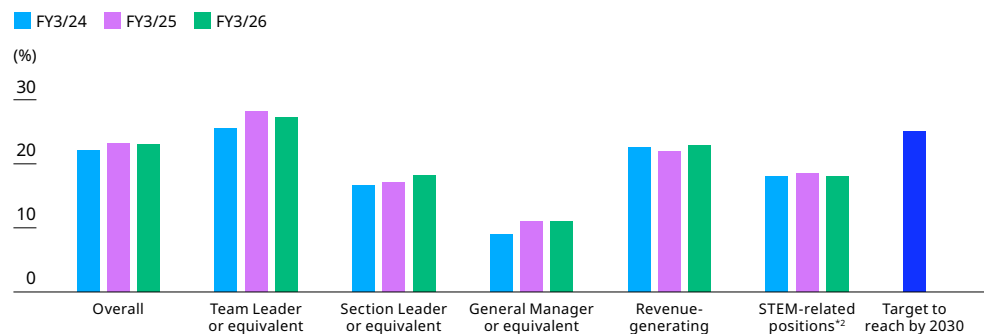
In Germany, we place great importance on creating an environment where employees can feel a strong connection to the company and thrive in the long term. A relationship in which employees resonate with the company's direction and want continue working here enhances the organization's strength and serves as a foundation for future growth. Based on this philosophy, we are advancing our employer branding initiatives so that each individual can link TDK's values and vision to their own work.

Since joining the company in October 2025, I have been implementing employer branding. In these changing times, we need a point of reference to share our direction and move forward with confidence. For this reason, we prioritize ensuring that employer branding isn't just a slogan, but something that is naturally incorporated into our daily work. Our first step was to standardize the message across posters, event banners, promotional items, and informational materials for both internal and external audiences, ensuring a consistent message is conveyed at every touchpoint. At the same time, we renewed our career page to translate the global message of "The Value of Working at TDK" into content that our team members and job seekers in Germany could easily relate to. Throughout this initiative, we've worked closely with each location, while taking into account how the message is perceived at each site. Although these efforts are still in the early stages, information sharing between locations has improved, and a culture of learning from each other's practices has begun to emerge. I feel that the increased opportunities for us to reflect on the roles we play in this transformation and how we can contribute to the company's growth represent a major step forward.

Going forward, we aim not only to instill the concept of employer branding but also to create an environment where each individual can experience and embody the brand through their daily actions. We will also focus on developing young talent to build a foundation for shaping the company's future together, while prioritizing the retention of our existing team members.

Highlights

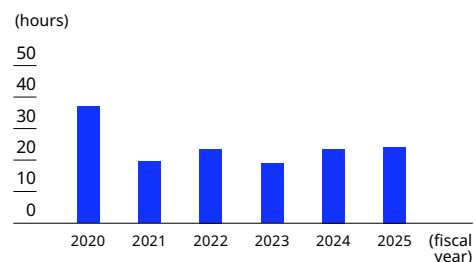
Ratio of female managers



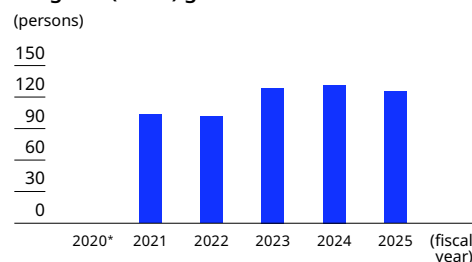
*1 Revenue-generating division: Divisions that directly contribute to the production and sale of products and services.

*2 STEM-related positions: Positions involving work that utilizes knowledge in science (S), technology (T), engineering (E), and mathematics (M).

Annual training hours per person

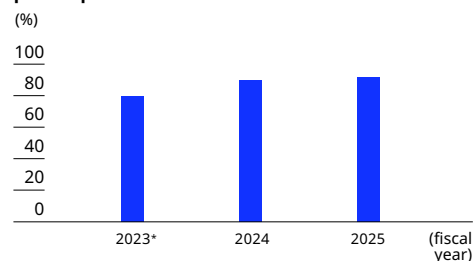


Number of Territorial Career Development Program (TCDP) graduates



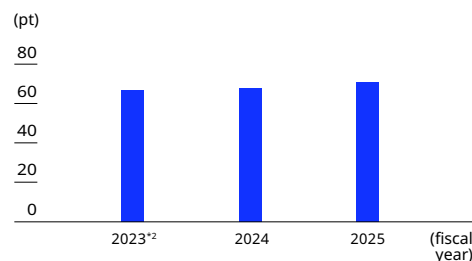
* Please note that the TCDP was suspended in 2020 due to the COVID-19 pandemic.

Team Member Engagement Survey participation rate



* Results from a survey conducted in February 2023 are presented here.

Communication score^{*1}



*1 Scores for questions related to communication are shown.

*2 Results from a survey conducted in February 2023 are presented here.

Employment

Number of employees (consolidated)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Consolidated number of employees	129,284	116,808	102,908	101,453	105,067	106,545
Japan	10,381	10,751	11,379	11,888	12,348	12,589
America	4,092	4,184	4,164	3,723	3,527	3,612
Europe	7,962	8,222	8,218	7,806	7,478	7,639
Asia	106,849	93,651	79,147	78,036	81,714	82,705
Number of non-regular employees on a consolidated basis*	21,577	23,152	19,620	15,534	15,425	17,469

* Coverage includes part-time workers, temporary workers and manufacturing staff who work for subcontractors.

Gender distribution (consolidated)

Item	FY3/21 (%)	FY3/22 (%)	FY3/23 (%)	FY3/24 (%)	FY3/25 (%)	FY3/26 (%)
Male	58.2	57.2	56.9	60.1	59.3	61.4
Female	41.8	42.8	43.1	39.9	40.7	38.6

Employee breakdown by nationality

Item	FY3/21 (%)	FY3/22 (%)	FY3/23 (%)	FY3/24 (%)	FY3/25 (%)	FY3/26 (%)
Greater China	—	—	59.9	57.9	57.9	61.5
Japan	—	—	12.0	12.6	12.1	12.2
Philippines	—	—	3.7	5.2	4.9	3.0
Thailand	—	—	5.3	3.9	3.8	4.7
Indonesia	—	—	3.8	4.0	3.0	3.3
Germany	—	—	1.9	2.4	2.1	2.2
Malaysia	—	—	2.6	2.3	1.9	1.8
India	—	—	2.1	2.2	1.9	3.0
Hungary	—	—	2.3	2.1	1.8	1.9
Brazil	—	—	1.6	1.6	1.4	1.5

Total turnover rate / voluntary turnover rate

Item	FY3/21 (%)	FY3/22 (%)	FY3/23 (%)	FY3/24 (%)	FY3/25 (%)	FY3/26 (%)
Total turnover rate	—	—	—	23.3	21.1	22.9
Voluntary turnover rate	—	—	—	17.3	17.2	18.3

Recruitment

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Number of employees hired	—	—	—	24,334	24,856	25,701
Percentage of open positions filled by internal candidates	—	—	—	11.0%	6.2%	5.5%

Freedom of Association

(%)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Percentage of workplaces with collective bargaining rights*	83.0	61.4	62.9	62.0	61.7	64.5

* Data from certain countries and regions where employee union membership status has not been verified or authorized is excluded from the tally.

Diversity

Female managers

(%)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Ratio of female managers	—	—	—	22.0	23.0	22.9
Percentage of team leader or equivalent positions held by women	—	—	—	25.5	28.1	27.1
Percentage of section leader or equivalent positions held by women	—	—	—	16.5	17.0	18.0
Percentage of general manager or equivalent positions held by women	—	—	—	8.9	10.9	10.9
Target percentage of management positions held by women by 2030	—	—	—	25.0	25.0	25.0
Percentage of management positions held by women in revenue-generating divisions*1	—	—	—	22.4	21.9	22.8
Percentage of STEM-related positions held by women*2	—	—	—	17.9	18.4	17.9

*1 Revenue-generating division: Divisions that directly contribute to the production and sale of products and services

*2 STEM-related positions: Positions involving work that utilizes knowledge in science (S), technology (T), engineering (E), and mathematics (M).

People with disabilities

(%)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Employment rate of people with disabilities	—	—	—	0.8	0.8	0.9

Talent Development

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Annual training hours per person	37.1 hours	19.6 hours	23.4 hours	18.8 hours	23.3 hours	24.1 hours
Average Annual Training Costs per Person / Human Resource Development Costs	6,095 yen	10,077 yen	11,796 yen	13,097 yen	11,900 yen	13,828 yen
Number of Territorial Career Development Program (TCDP) graduates	—*1	103	101	128	131	125
Number of Global Management Program (GMP) graduates*2	—	18	23	27	22	24
Number of Global Advanced Management Program (GAMP) graduates	24	—*1	19	25	24	26
Number of Global Executive Management Program (GEMP) graduates*3	13	—	—	10	—	—
Number of participants in the English language learning program	3,614	3,389	2,759	2,817	1,575	1,581

*1 The program was suspended due to the COVID-19 pandemic. *2 The program began in FY March 2022.

*3 This program is conducted every three years.

Team Member Engagement

Item	FY3/21	FY3/22	FY3/23	FY3/24*1	FY3/25	FY3/26
Survey participation rate	—	—	—	80%	90%	92%
Engagement Index	—	—	—	72pt	72pt	76pt
Percentage of top responses in the Engagement Index*2	—	—	—	66%	67%	72%
Communication score*3	—	—	—	67pt	68pt	71pt
Comment rate	—	—	—	43%	52%	38%

*1 Results from a survey conducted in February 2023 are presented here.

*2 This figure represents the percentage of employees who selected the top two ratings (4 and 5) out of the five-point scale in response to questions regarding the Engagement Index.

*3 Scores for questions related to communication are shown.

Gender Pay Gap*1

(%)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Basic salary*2	Average	—	—	25.1	22.2	20.7
	Median	—	—	26.1	14.9	15.0
	Data coverage rate	—	—	60	81	84
Bonuses	Average	—	—	24.7	21.3	26.0
	Median	—	—	20.6	14.2	17.8
	Data coverage rate	—	—	60	74	74

*1 Calculated as (Men's figure – Women's figure) / Men's figure × 100. Scope: 115 companies, including consolidated subsidiaries.

Third-party assurance has been obtained for the data.

*2 Calculated based on each country's salary structure

Health and Safety*1

(cases)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Number of lost-time injuries*2	234	226	182	171	230	128
	Japan	1	6	11	10	3
	China	40	73	33	65	39
	Asia	76	8	19	15	11
	America	25	25	11	4	7
	Europe	92	114	108	104	68
Number of serious accidents*3	0	1	0	1	0	0

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Lost-time injury frequency rate*4	—	—	0.58	0.62	0.85	0.48

(persons)

Item	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Number of fatal occupational accidents*4	Employees	0	1	0	0	0
	Temporary and contract employees	0	0	0	0	0

*1 Scope: Major TDK Group manufacturing sites (79 sites) *2 This applies to absences of one day or more.

*3 Serious accident: Injuries and illnesses that are certain to require or are likely to require long-term medical care

*4 Third-party assurance has been obtained for this data.



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