



Development of Human Resources

We regard our employees as one of our most vital assets. They allow TDK to contribute to culture and industry through creativity—as our corporate motto states. The development of human resources, we believe, is the source of true and lasting prosperity for the company. Toward this end, we promote a variety of measures that build upon respect for individuality to give our employees the chance to extend their abilities and reach their full potential.

TDK Monozukuri Tradition Seminar participants:

(Total to date)

95

Since 2010, TDK has been holding TDK Monozukuri Tradition Seminars, a training program for up-and-coming personnel who have a future as plant managers and upper-level managers. This training develops leadership ability and the vision to see the entire process of monozukuri (craftsmanship-based manufacturing), along with the ability to visualize how to optimize the process overall. The aim of the program is to pass on TDK's spirit of monozukuri to the next generation. The diverse program encourages a basic spirit of self-training and self-development, and pushes participants to think for themselves, put ideas into practice, and study further.

Cross-cultural communication training participants:

(Total to date)

426

As the scale of our business has grown truly global, there is an increased need for all of our employees, not to mention overseas nationals, to improve their cross-cultural communication skills. With this in mind, TDK has strengthened its support for language learning, primarily through e-learning. TDK also conducts cross-cultural communication training sessions at various regional locations ultimately to enhance our ability to function as a global business.

IMD seminar participants:

(Total to date)

285

TDK conducts international management development (IMD) training to help our internal leaders acquire truly global skills and develop stronger borderless solidarity within the Group. This training is for candidates for managerial positions at the TDK Group's overseas affiliates. The training seminars have been held since 1997. They take the form of a week-long residential training course with lectures and workshops. The participants gain a deeper understanding of TDK's corporate philosophy, acquire a broader, more managerial perspective, and establish bonds that help build personal international networks. Some participants who have completed the IMD training have gone on to become presidents of overseas affiliates, playing a vital role in human resources development within the TDK Group.

Overseas Trainee Program participants:

(Total to date)

19

As our global business is expected to expand further in the future, the Overseas Trainee Program was established in 2010. Aimed at younger employees, this program involves year-long placements at overseas subsidiaries. Participants gain a better understanding of different cultures and how to make use of this knowledge. They acquire the ability to engage in global business and establish a personal international network. Besides sending trainees overseas from Japan, TDK also sends people from other countries to Japan.



Global HR Department

Making Maximum Use of TDK's Human Resources Asset as a Driving Force to Further Promote Globalization

Andreas Keller

General Manager, Global HR Department,
Human Resources Group,
TDK Corporation

Looking back on activities in fiscal 2014 and outlining his future ambitions, General Manager Andreas Keller of the Global HR Department talks about the training and utilization of human resources in order to promote the TDK Group's goal of true globalization.



Optimizing HR Utilization throughout the Group

— Summary of FY 2014

Since the TDK Group launched the Global HR Department in September 2013, the scope of our activities has expanded to cover Japan, Europe, China, ASEAN countries, Korea, and the U.S.

It has also been decided to integrate the European sales activities of EPCOS into TDK in 14 European countries in order to appear as a uniform TDK Group.

From the perspective of human resources development, we made efforts to unify educational tools and programs in fiscal year 2014. Many sites and subsidiaries in Europe, the U.S., and ASEAN countries have already introduced this infrastructure, and we are now studying its introduction in China and Japan as well. The globalization of employee education will allow us to maximize Group synergy and share best practices throughout the Group. In addition, the Overseas Trainee Program, which is a scheme for personnel dispatched to and training at overseas sites, has been achieving results in accordance with the desired objectives as well.

Meanwhile, we have also been putting a lot of effort into building a Group-wide Talent Management system, the ultimate goal of which is to increase transparency in the TDK Group's assignment of human resources and to make sure that the right people are placed in the right positions.

Furthermore, we are promoting various measures aimed at optimizing the use of human resources throughout the TDK Group, such as a sales incentive scheme designed to increase further the engagement of employees and more important to align selling efforts across various brands in the TDK Group.

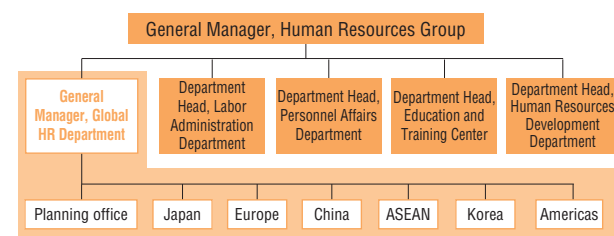
Aiming to Become a Truly Excellent Global Company

— Ambitions for FY 2015

Strengthening our recognition that human resources are the TDK Group's biggest asset, we will continue our efforts to utilize human resources with the aim of achieving sustainable growth in fiscal 2015. In order for TDK to continue creating innovations, it is important to build an environment that draws out the potential of every individual employee and unifies employees with different cultures and diverse skills as "One TDK."

Human resources exchange through the Overseas Trainee Program, job exchanges, and international training programs will be extremely important for enhancing Group synergy and consolidating and sharing the TDK spirit. By strengthening Group-wide collaboration around the world, we can fully utilize our human resources and turn them into a driving force for the promotion of true globalization.

■ Organization of the Global HR Department



As of April 1, 2015

Development of Human Resources

Overseas Trainee Program

TDK operates the Overseas Trainee Program with a view to the TDK Group's global development in the future. The aims of the program are to enable trainees to understand different cultures, acquire global business skills, and build personal networks. TDK conducts the planned dispatch of trainees to sites around the world so that they can learn about the business culture of their destination countries and explore the potential of TDK products.

Chiaki Yoshikawa

(Place of work before overseas appointment)
East Japan Home and Healthcare Department,
Japan Sales & Marketing Management Division,
Electronic Components Sales & Marketing Group,
TDK Corporation
(Place of work for overseas appointment)
TDK UK Limited



Polishing My Global Communication Skills

I wanted to make use of the Overseas Trainee Program because I realized that the difficulty of engaging in complex communication with people in other countries was an issue for me. At the moment, I am working in the sales and marketing division of TDK UK Limited.

Every day, I visit customers together with the local staff and engage in marketing activities. I try hard to gauge the interests, questions, and concerns of customers from their language and expressions. But even if I can understand the conversation itself, I still sometimes cannot understand the nuances contained therein. So I have to make modest efforts myself, like checking with my colleagues after the meeting.

It's been a valuable experience for me to accept and respect diversity and build relations from scratch with people of different backgrounds. After this assignment, I want to take advantage of what I have learned in my work and put it to use in realizing deeper communication with customers and colleagues in other countries.

Matthew Cotton

(The Accepting Side)
Managing Director,
TDK UK Limited



Training Human Resources to Challenge the Global Market

As the company accepting human resources, we have to constantly think of appropriate work assignments for individual trainees. It is by immersing themselves in the business culture of their destination countries and engaging in meaningful jobs that trainees can gain valuable experience that will be useful for them in their subsequent careers. By actually working on the front lines and taking part in communication with customers, they can substantially improve their language proficiency as well.

The Overseas Trainee System is very meaningful for the accepting side too, because it gives us an opportunity to understand the TDK Group's wide scope of activities. Even if they are initially a little perplexed by the arrival of a new member from a different cultural region, our employees soon develop a sense of togetherness with someone who belongs to the same TDK Group and is working toward shared goals. I believe that this system, which aims to train human resources who can challenge the global market in the future, brings enormous benefits to the TDK Group as a whole.

Efforts in Recruitment Activities

Looking for Creative Human Resources and Aiming to Grow Together

The type of person that TDK is seeking to recruit conforms with the four qualities cited in the new TDK Value issued in 2015, which are "customer focus," "challenge," "HR development," and "diversity."

At a time of volatile change in the business environment, the human resources needed to support TDK in the future are people who have a "customer focus" enabling them to identify what is really necessary, the courage to "challenge" difficulties and never give up, and the desire to thereby achieve "HR development" themselves.

Furthermore, at a time when our overseas operations account for more than 90% of both sales

and number of employees, "diversity" is essential if TDK is to continue developing as a truly global enterprise. We want to recruit talented people regardless of things like gender, nationality, and religion, and we want to turn those differences into our strength.

Both new young employees and midcareer recruits comment that if you speak out sincerely, TDK is a company that lets you do the job you want. That has been TDK's DNA since its founding, and it is deeply rooted in our corporate culture. We will continue our efforts to introduce various schemes and reform training in order to support employees who embody creativity.



Takashi Otake

Department Head,
Human Resources Development
Department,
Human Resources Group

Respect for Diversity

Study Meeting Held

Thinking about Diversity as a Growth Strategy

As a global corporation of which about 90% of our employees are non-Japanese nationals, the question of how to transform the diversity of our human resources into a strength is an urgent issue for TDK. As the newly compiled TDK Value places emphasis on diversity, TDK invited an expert and held a study meeting in Japan in April 2015 aiming to deepen understanding of the essence of diversity.

In the study meeting, after a talk by Ms. Joanna Sook Ja Park, the representative of Appassionata, Inc., which provides consulting support for the utilization of diverse human resources and other matters, a discussion took place



Date of implementation: April 17, 2015

with the six TDK participants. Various comments were made during the discussion, such as “TDK should clarify how it defines diversity and where it will place emphasis” and “Through practice it is important to keep thinking and making necessary revisions.” In particular, a lively discussion took place on the issue of not simply gathering diverse human resources together but clarifying scales of evaluation for the utilization of different opinions and values to achieve results. Ms. Park also stressed the precondition that “organizations place importance on respect for diversity precisely because it improves their performance.”

■ Ms. Park's Main Opinions and Proposals

Joanna Sook Ja Park
Representative, Appassionata, Inc.



Utilizing Differences to Strengthen Competitiveness in the Market

Generally speaking, when we talk about “diversity,” we tend to focus only on the utilization of women and overseas human resources. But actually no two people are exactly the same. If you have two or more people, you have diversity. So it is extremely important to understand the matter as something that concerns you yourself. TDK must not only build a personnel system for the promotion of diversity but also foster a corporate culture in which all employees, under the leadership of senior and mid-level management, think and act with respect for diversity. In addition, it is essential to have a perspective of “diversity and inclusion” enabling all diverse human resources to participate fairly in the organization's activities and fully display their abilities.

At present, against the background of globalization and changes in the demography,

the types of people working in companies are diversifying, and customer needs are continuing to spread in many directions as well. That is to say, the need for diversity is arising from both employment and the market. In the workplace, if diversity is being properly respected, the clash of different opinions will lead to innovation and creativity, which in turn will speed up the company's response to the ever-changing business environment and lay the foundations for enhancing market competitiveness. In the process of promoting diversity, various discord and friction can be expected to arise. But even with that cost, the benefits that the company gains from diversity are immeasurable. The important thing is to move forward step by step with a medium- to long-term perspective.

■ Reflecting on the Study Meeting

Aiming to Transform the Diversity of Human Resources into Strength to Enhance Corporate Value

Respect for the diversity of its human resources is essential for TDK to realize its corporate principles and vision, in other words, its DNA. I realized once again that two elements are necessary: the building of a corporate culture in which the diversity of the more than 80,000 TDK Group employees around the world is respected and mutually recognized and strong management that points all of

these employees in the same direction. This cannot be achieved overnight, but in order to respond to the continually diversifying needs of the market, we need to make steady efforts to build an organization that continues to generate innovative creativity by displaying the abilities of its diverse human resources to the fullest.



Noboru Saito

Senior Vice President and General Manager,
Corporate Strategy, TDK Corporation