

Third-Party Opinion

This year's *TDK CSR Report* clearly reflects the efforts by TDK to evolve its CSR initiatives from a medium- to long-term perspective to the next stage in the process.

As a case in point, take diversity. It can naturally be said that TDK has stressed the importance of diversity over the years. With the fact that further clarification of this stance is underscored in the company's newly formulated TDK Value. Also contributing on that front, this year's report is truly outstanding in content. I particularly encourage readers to closely examine the section entitled "Thinking about Diversity as a Growth Strategy." It is pointed out that simply bringing together people of all different genders, nationalities, and other external traits does not amount to real diversity. Since people are all unique, "If you have two or more people, you have diversity."

An absolute precedent for diversity to contribute to growth is said to be "a corporate culture in which all employees think and act with a respect for diversity." Global HR Department General Manager Andreas Keller correctly states "consolidating and sharing the 'One TDK' spirit." Proceeding in that context, I also encourage reading of the "TDK Progress on the Threshold of Its 80th Anniversary" and the statement of the company's vision in Vision 2035. That information definitely provides a more accurate grasp of the significance in this vein. The effective sharing of vision is the underlying premise for diversity to function correctly. It is likewise imperative that such vision be coordinated to stay in close step with the changes of the company. Such initiatives are precisely what TDK has implemented this year.

Yet another commendable point of this year's report are the efforts to incorporate outside opinions from a wide range of perspectives, effectively addressing diversity, nonfinancial information disclosure, the supply chain, and other important topics. With regard to the supply chain, progress can be seen in the issuance of improvement guidance to 13 suppliers and in other forms. With one of the next steps in the process consisting of capacity

building, as Mr. Masaki Wada points out, I look forward to the inclusion of such efforts in upcoming reports.

For the environment, I first want to give high marks to the achievement of carbon neutrality. The report touches upon the endeavors undertaken at the Kofu Plant (which have proven to be extremely important in supporting the push to arrive at such neutrality) in its introduction of that unit's activities: "The Kofu Plant consists of many divisions, so cross-sectional communication among them was essential." The essence of this suggestion is not limited to the environment, but can definitely be applied to the full scope of CSR. Such cross-sectional dialogue, which by its very nature expands beyond divisional lines, is certainly one of the most vital keys in carrying CSR at TDK to the next stage in its development.

Next, regarding contributions to the world by technology, it was with great interest that I read the article "TDK's Vision for Future Society"—and especially the commentary on technology being applied in the medical and healthcare fields. It is described how sensing technology can support the mobility of people with disabilities, thereby helping to ease the weight of burdens involved in nursing care. I was pleasantly surprised by the great potential impact of such technology on society. In that regard, it is obvious that demands will continue to be leveled for unrelenting technical development. Looking ahead, in the event of the need for institutional improvements when such technology is actually deployed in our daily lives, I certainly hope that TDK will play an active role in the ensuing rule-making process. I say that because the creation of rules are necessary for linking social technical innovation to the social demands for such advances.

To TDK, I look forward to clear recognition of where the inadequacies in the company's in-house CSR initiatives lie. That awareness should then be strategically channeled into the mission of fulfilling the social responsibilities consigned to TDK on the road to making Vision 2035 a working reality.



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