

Dialogue

TDK engages in regular dialogue with external experts regarding the promotion of human rights. In FY March 2026, TDK held a dialogue session with Mr. Yusuke Yukawa, an attorney-at-law who is engaged in providing support for Japanese companies seeking to enter the Myanmar market and for the development of legislation, in his role as the Yangon Office Representative of a Foreign Law Joint Enterprise established by the Nishimura & Asahi law firm, and who is able to assist companies with expert insights into the relationship between business and human rights.

Topic: The human rights promotion measures that global enterprises need to take, and the role of senior management

Date of dialogue session: March 27, 2026

Participants:

Foreign Law Joint Enterprise, Nishimura & Asahi

Mr. Yusuke Yukawa, Attorney-at-law, Partner and Yangon Office Representative

TDK

Taro Ikushima, Corporate Officer, General Manager, Corporate Strategy HQ, and
Sustainability Committee Chair

Participating units:

TDK

Sustainability Promotion Group, Corporate Strategy HQ

Supply Chain Management Group, Production HQ

* Participants' titles and the names of the organizations to which they belong, as well as the names of participating units, were correct as of March 2026.

In the first part of the dialogue session, Mr. Yukawa gave a talk that covered international trends in terms of international frameworks relating to business and human rights, new legislation being enacted in individual countries and regions, as well as the aspects of respect for human rights that business enterprises need to promote, and case studies of human rights infringements at other companies. In the dialogue that followed this, there was a discussion between Mr. Yukawa and the other participants. The main points discussed in the dialogue, and the suggestions offered, are outlined below.

Key points and suggestions

Key perspectives and future direction for human rights promotion

Question: Regarding TDK's current human rights promotion activities, from which perspective should TDK work to strengthen these activities in the future?

Response: Human rights involve more than just preventing discrimination; it covers a wide range of concepts that include freedom of expression, and also the freedom of people's bodies and lives, etc., and so this is an issue that relates to the entirety of corporate activities. For this reason, it is important for every individual unit to be proactive, and to integrate human rights perspectives into their respective operations. There is also a need for efficient, effective collection of information, considering the utilization of external resources when necessary, in light of international trends and the laws and regulations introduced in individual countries, as well as the trends seen in other companies. In addition, it can be anticipated that engaging in ongoing dialogue with rights-holders even in normal times will make it possible to build relationships of trust and identify risks at an early stage.

The role of senior management in promoting human rights

Question: In this fiscal year, TDK has established a Sustainability Committee and has worked to strengthen its system for clarifying responsibility in relation to the promotion of human rights. Starting from the next fiscal year, TDK will begin taking concrete steps to promote human rights on an organization-wide basis throughout the TDK Group as a whole. What role should senior management play in this process?

Response: To enhance the effectiveness of human rights promotion, there is a need to ensure the appropriate allocation of management resources such as budgets and personnel to initiatives that foster respect for human rights, and also a need for senior management to play a coordinating role in guiding the units responsible for promoting human rights to engage in cross-organizational linkage. It is also important to establish channels for the multifaceted collection of information by engaging in dialogue with stakeholders such as NGOs and through the putting in place of grievance resolution mechanisms, and to strengthen governance so as to be able to identify risks at an early stage and work to remedy them.

Responding to conflict and geopolitical risk

Question: How should business enterprises respond to conflict and political instability?

Response: When conflict or political instability occurs, this will be a test for how well the business enterprise has implemented human rights due diligence on a continuing basis prior to that. To this end, it is important to implement human rights due diligence not only before entering a particular market but also after entering the market, on an ongoing basis. A further point is that if conflict or political instability emerges, the enterprise will be forced to make a decision as to whether to continue with its business activities or whether to withdraw from that market. Regardless of what decision it makes, the enterprise needs to engage in dialogue with stakeholders and try to minimize the negative impacts on human rights. Also, given that in recent

years human rights issues have been intertwined with geopolitical factors in complex ways, it is important to implement an appropriate response after collating human rights, managerial and political viewpoints.

Dealing with the upstream segment of the supply chain (including Tier 2 suppliers and further upstream)

Question: What kind of human rights due diligence is needed for Tier 2 suppliers and those further upstream?

Response: Visualization and management of the upstream segment of the supply chain is challenging, and so business enterprises need to adopt a stage-by-stage, ongoing approach to this. More specifically, it is important to implement measures aimed at enhancing transparency, by asking suppliers to disclose information and by undertaking engagement. Even when suppliers' disclosure is inadequate, the enterprise needs to adopt a stance of encouraging improvement through ongoing dialogue. If it is difficult for the enterprise to address the situation on its own, then a multi-stakeholder framework that involves building linkages with government agencies, other enterprises and industry organizations, etc. can be effective. It is also important for the enterprise to maintain a status in which the content of its initiatives can be explained appropriately.