

「Multi-Stakeholder Policy」

In recognition of the growing importance of collaborative value creation with various stakeholders—including shareholders, employees, business partners, customers, creditors, and local communities—in corporate management, TDK Corporation* (“TDK” or “we”) is committed to appropriate collaboration with multi-stakeholders. We also believe that the appropriate distribution of profits and results to stakeholders, generated through collaborative value creation and improved productivity, is crucial for maintaining the momentum of wage increases and contributing to sustainable economic development. With this in mind, we will promote the following initiatives while continuing to focus on employee benefits and considerations for business partners.

*This Multi-Stakeholder Policy applies to TDK Corporation.

1. Returns to employees

TDK Corporation will focus on maximizing added value through initiatives to achieve sustained growth and productivity improvement based on the prioritized allocation of managerial resources to growth areas and the development and improvement of employees’ competence and skills. Based on the revenues and achievements it generates, TDK Corporation will raise wages by methods appropriate to its corporate situation, in accordance with the Primary Principle on Wage Determination, while proactively educating and training employees to contribute to higher employee engagement and productivity, as another means to comprehensively improve the treatment of employees. Through these initiatives, we aim to achieve consistent returns to employees.

(Individual items)

Specifically, regarding wage increases, we will raise wages through constructive dialogue between labor and management, taking into account our company’s business situation and the broader economic climate. Additionally, we will strive to provide a learning environment that supports each employee’s career development and acquisition of specialized skills through education and training.

2. Consideration for business partners

TDK Corporation will continue to comply with the Partnership Building Declaration.

If the Partnership Building Declaration ceases to be viewable on the portal, we will voluntarily withdraw our publication of the Multi-Stakeholder Policy.

- URL of the Partnership Building Declaration

【<https://www.biz-partnership.jp/declaration/123084-05-20-tokyo.pdf>】

In addition, with regard to business relationships with business partners enjoying consumption tax-exemption, we will work to build appropriate relationships with them, referring to the government's view on the response to the invoice system by them and their business partners.

TDK Corporation will monitor the implementation of these initiatives and take steps steadily.

Established on March 19, 2026

TDK Corporation Representative Director President & CEO Noboru Saito