

The 125th Ordinary General Meeting of Shareholders

(April 1, 2020 to March 31, 2021)

TDK Corporation
June 23, 2021

Total number of issued shares :

129,590,659 shares

Number of shareholders :

21,782

Number of shareholders with
voting rights :

19,061

Number of voting rights of
shareholders :

1,261,732

Quorum:

At Least : 420,578



The 125th (April 1, 2020 to March 31, 2021)

- **Content of Business Report**
- **Content of Consolidated Financial Statements**
- **Content of Non-Consolidated Financial Statements**

Notice of Convocation P.22~60

The Company Website

Pressing Issues to be Addressed by the TDK Group

Consolidated Financial Results for FY2021

Despite the effects of the resurgence of the COVID-19 pandemic and the worsening conflict between the U.S. and China, the Company posted **increased consolidated revenues and profits**, with **record levels** of net sales and operating income^(Note).

(100 million yen)	Full-year financial results for FY2020	Full-year financial results for FY2021	Year-on-year change	
			Change	Change (%)
Net sales	13,630	14,790	1,160	8.5
Operating income	979	1,115	136	14.0
Net income	578	793	215	37.3
Net income per share	457.47 yen	628.08 yen	—	—
Dividend per share *Today's proposal item	1H: 90 yen	1H: 90 yen	—	—
	2H: 90 yen	2H: 90 yen*		
	Full year: 180 yen	Full year: 180 yen*		

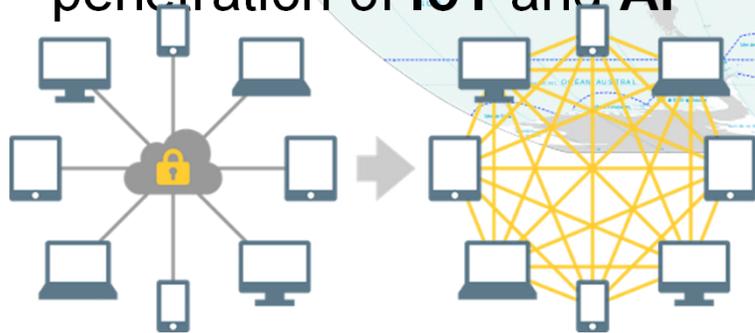
Note: Comparison of operating income is based on the amount excluding the gain on transfer of business recorded for FY2017.

Environment Surrounding TDK

DX EX

Digital Transformation

Revolution as a result of the penetration of **IoT and AI**



Energy Transformation

Shift from fossil fuels to **renewable energy**



New Medium-Term Plan “Value Creation 2023”

Create value for a sustainable society by accelerating DX and EX and enhancing 2CX*

◆ Enhance Enterprise Value

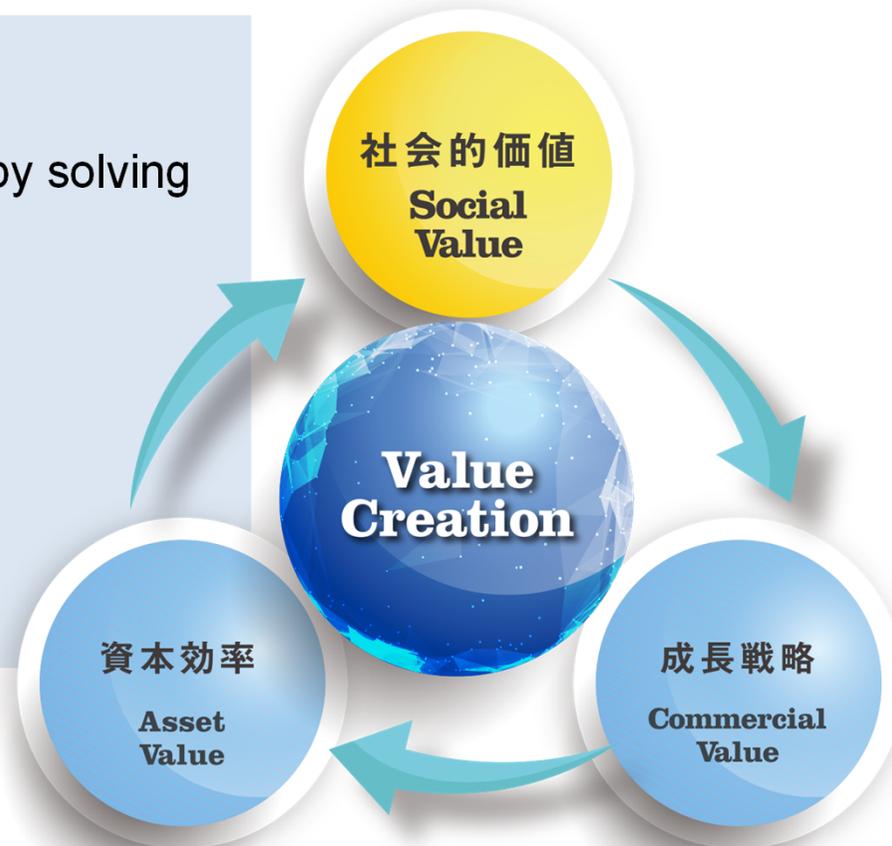
Contribute to the realization of a sustainable society by solving social issues.

◆ Execute Growth Strategy

Continue to provide valuable products to society.

◆ Improve Asset Efficiency

Pursue efficient management.



*2CX: Customer Experience, Consumer Experience

SUSTAINABLE DEVELOPMENT GOALS

SDGs that TDK focuses on



TDK Group's Sustainability Vision

“Technology for well-being of all people”

SDGs: International development goals set forth in the "2030 Agenda for Sustainable Development" adopted at the United Nations Summit in September 2015

TDK Group's Materiality (Key Issues)

DX

Promotion of digitalization of society by adding software technology to material science and process technology

EX

Contribution to energy and environmental solutions by minimizing waste heat and noise with electronic devices

Quality Management

HR management

Supply Chain Management

Opportunities & Risk Management

Pursuing Both Delegation of Authority and Internal Control

Asset Efficiency Improvement

TDK Group's Materiality (Key Issues)

HR management

- ◆ Develop the global HR system and nurture human resources that can lead TDK
- ◆ Diversity & inclusion
(Create an organization that recognizes diverse values and utilizes individual capabilities)
- ◆ Improve employee engagement and employee satisfaction to attract and retain talented people



Growth Strategy of Main Businesses and System Development

The trend of DX/EX has been accelerating and FY2022 is the year when we should step on the accelerator in order to capture the momentum

We will invest aggressively to achieve further growth in core businesses and work on organizational and system development

➤ Growth investment

Rechargeable Batteries (full-fledged launch of new businesses including residential energy storage systems and electric motorcycles, expansion of the Indian market)

Passive Components (expansion of production capacity for products related to 5G, electric vehicles, and Advanced Driving Assistance Systems (ADAS) for automobiles)

HDD Heads and HDD Suspension Assemblies (market launch of new technologies, expansion of applied suspension products)

➤ Earnings improvement for the sensor business

Improve earnings significantly by accumulating the positive effects of sales expansion efforts that have been made

➤ Organizational and system development

Strengthen antenna functions (establishment of new corporate marketing functions)

Shorten the “Time to Market” (manufacturing and sales integration)

Enhance manufacturing capabilities, sustainability management

Projections of Consolidated Financial Results and Dividends for FY2022

By capturing the trend of DX/EX, the Company plans to **increase net sales by 8% and operating income by 35%** through active investment aimed at achieving further growth of its core businesses.

(100 million yen)	Full-year financial results for FY2021	Projections of financial results for FY2022 (announced in April 2021)	Year-on-year change	
			Change	Change (%)
Net sales	14,790	16,000	1,210	8.2
Operating income	1,115	1,500	385	34.5
Net income	793	1,000	207	26.0
Net income per share	628.08 yen	791.62 yen	—	—
Dividend per share *Today's proposal item	1H: 90 yen	1H: 95 yen	—	—
	2H: 90 yen *	2H: 95 yen		
	Full year: 180 yen *	Full year: 190 yen		

Thank you for your continued support.