

Attracting Tomorrow



The 127th Ordinary General Meeting of Shareholders

(April 1, 2022 to March 31, 2023)

TDK Corporation

June 22, 2023

The 127th (April 1, 2022 to March 31, 2023)

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

Notice of Convocation P.29~72

The Company Website

127th Business Year Consolidated Results

Item	Amount	Year on year
Net sales	2,180.8 billion yen	+14.7%
Operating profit	168.8 billion yen	+1.2%
Net profit attributable to owners of parent	114.2 billion yen	▲13.0%

Both net sales and operating profit reached new record highs.

Overview of Our Business Performance by Market Category



ICT market

(Information and Communications Technology)



Automotive market

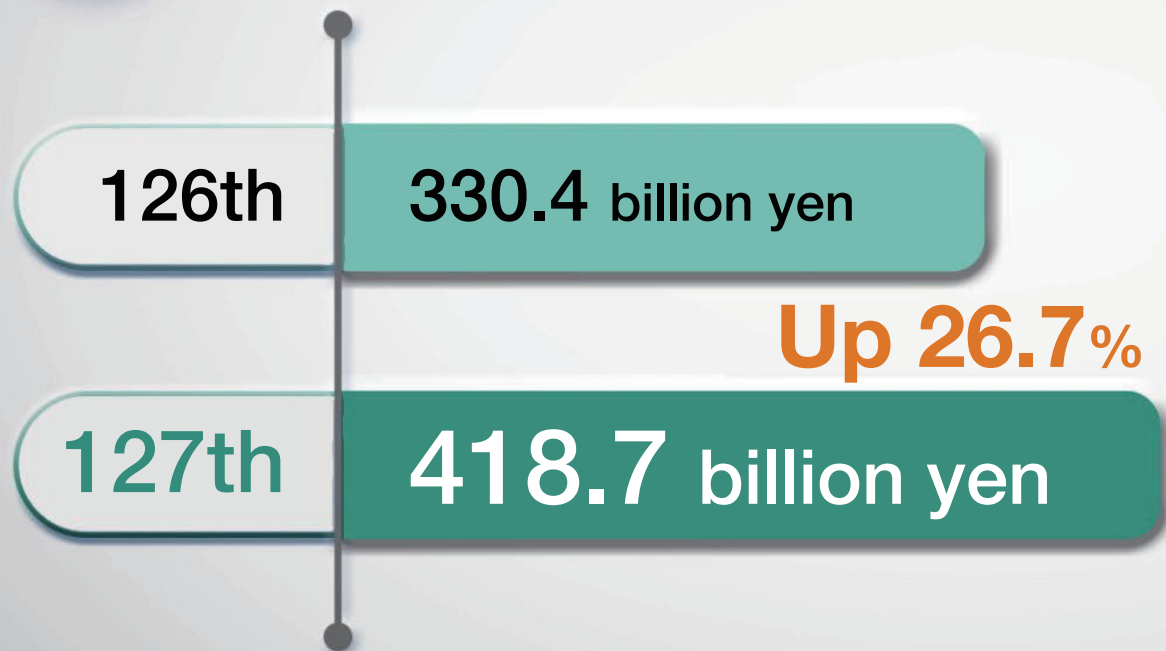


**Industrial equipment
and Energy market**

Overview of Our Business Performance by Market Category



Automotive market

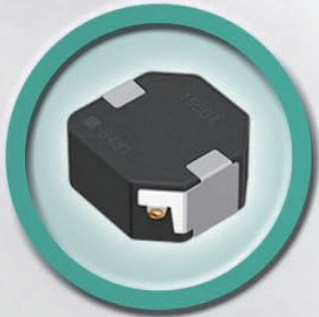


Overview of Our Business Performance by Market Category

Automotive market



Ceramic Capacitors



Inductive Devices



Magnetic Sensors



Overview of Our Business Performance by Market Category



ICT market

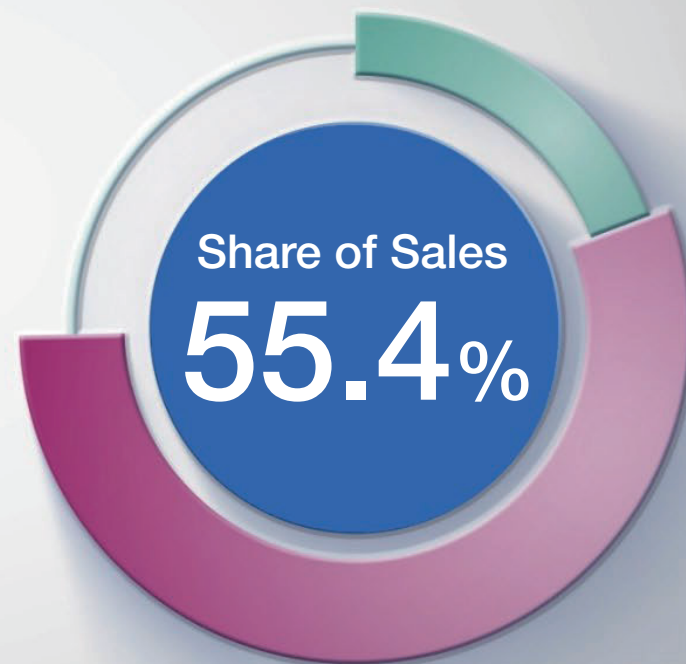
126th

1,142.5 billion yen

Up 5.7%

127th

1,207.6 billion yen

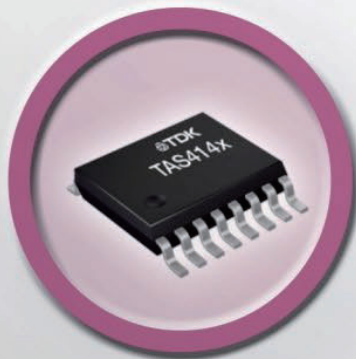


Overview of Our Business Performance by Market Category

ICT market



**Energy Devices
(Rechargeable Batteries)**



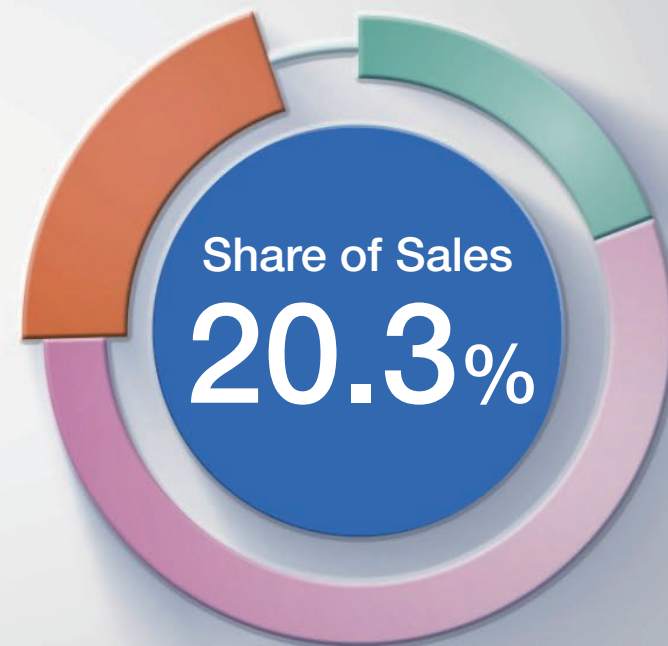
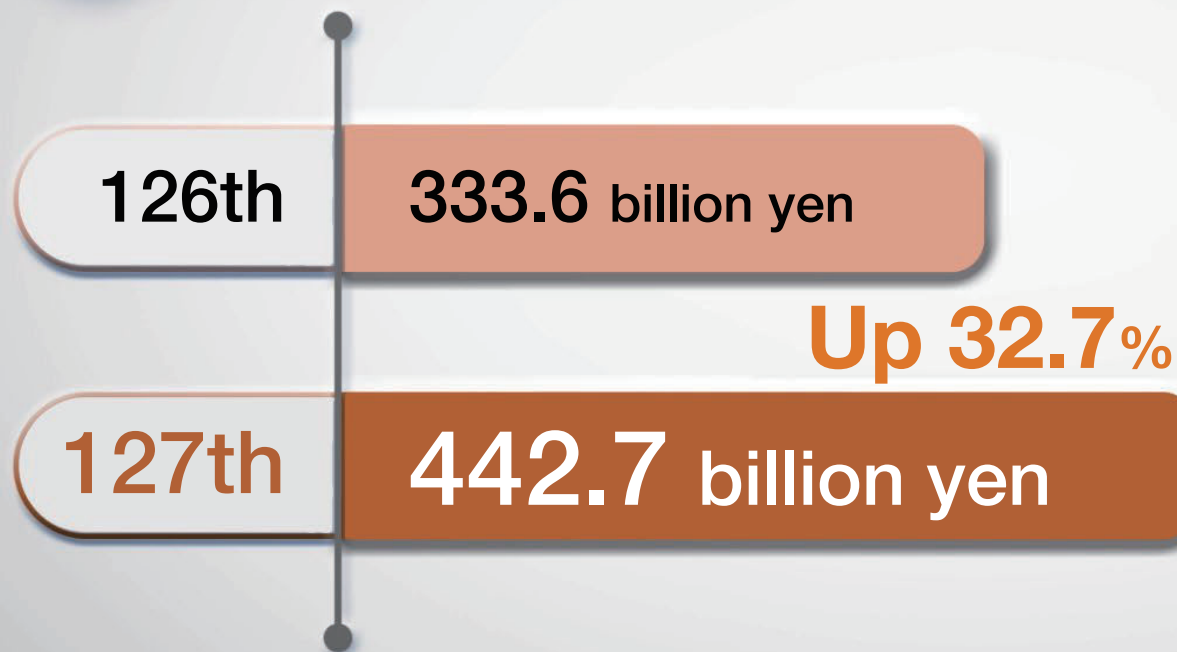
Magnetic Sensors



Overview of Our Business Performance by Market Category



Industrial equipment and Energy market



Net sales include part of sales to markets other than industrial equipment and energy.

Overview of Our Business Performance by Market Category

Industrial equipment and Energy market



**Aluminum Electrolytic
Capacitors**



Energy Devices



Film Capacitors



Power Supplies



Inductive Devices

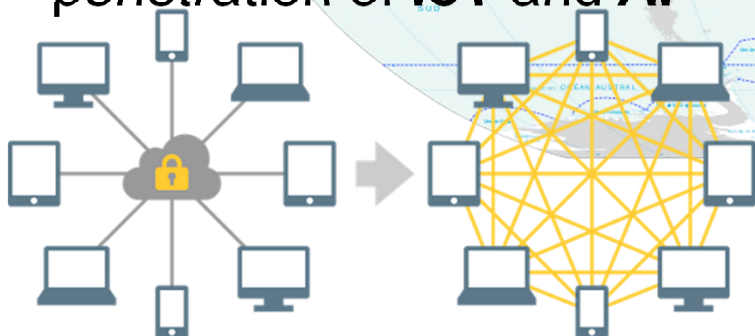


Pressing Issues to be Addressed by the TDK Group

DX EX

Digital Transformation

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



Energy Transformation

Shift from fossil fuels to **renewable energy**



Medium-Term Plan “Value Creation 2023”

Accelerate DX and Ex in order to realize 2CX* and create value for a sustainable society

◆ Social Value

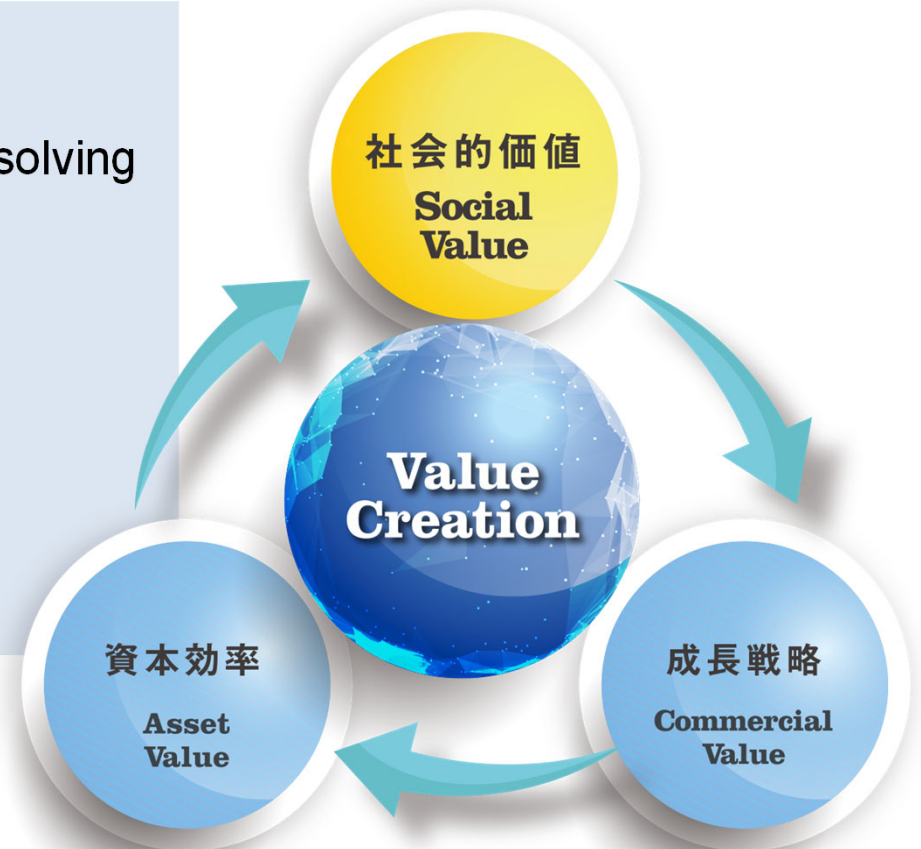
Contribute to the realization of a sustainable society by solving social issues.

◆ Commercial Value

Continue to provide valuable products to society.

◆ Asset Value

Pursue efficient management.



*2CX: Customer Experience and Consumer Experience

TDK Group's Materiality (Key Issues)

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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

Opportunity & Risk Management

Pursuing Both Delegation of Authority and Internal Controls

Asset Efficiency Improvement

Achieve sustainable growth by improving quality

Initiatives to Achieve Sustainable Growth

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Execution of continuous investments and maintenance of organization/systems for further growth in core businesses

Passive components	Construction of a new MLCC plant, operation to start in April 2024
Sensor Application Products	Continue the expansion strategy of customer base and applications Investment to increase production of TMR sensors (magnetic sensors)
Magnetic Application Products	Prepare for future demand recovery while aiming for early profit improvement through structural reforms etc.
Energy Application Products	The JVs with CATL commenced operations for the next market growth in medium capacity rechargeable batteries. This will allow TDK group to achieve balanced growth between investment and earnings.

➤ Maintenance of organization/systems

- SCM & Management Systems HQ renamed Management Systems HQ
- DX Promotion Group established within the Management Systems Division
- Production Engineering Headquarters renamed Production Headquarters and changed to an integrated value chain organization with SCM added.

Sustainability Initiatives

E

- **Certification application submitted to SBTi in September 2022.**
- **Joined RE100 in November 2022.**
- **RE 50% is expected to be achieved by the end of 2024, one year ahead of the target of 2025.**

S

- **Initiatives to address human rights issues and responsible mineral procurement.**
- **Enact TDK Health Declaration and join the alliance of domestic companies.**

G

- **Penetration of group management based on Global Common Regulations.**
- **Strengthened regional headquarters functions.**

➤ “Chief People and Sustainability Officer” was newly appointed on April 1 2023.

HR Management

- ◆ Develop human resources to lead the TDK Group
- ◆ Diversity & inclusion
(Create an organization that recognizes diverse values and utilizes individual capabilities)
- ◆ Implemented worldwide engagement survey as part of measures to improve employee satisfaction.

"TDK United"

- Share TDK's philosophy and vision
- Create an organization that recognizes diverse values and utilizes individual capabilities

Projections of Consolidated Financial Results and Dividends for FY2024

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Despite the uncertain macroeconomic environment, we plan 7.4% decrease in net sales and 12.5% increase in operating income due to aggressive investments for further growth in core businesses.

(100 million yen)	Full-year financial results for FY2023 (IFRS)	Full-year financial results for FY2024 (IFRS) (announced in April 2023)	Year-on-year change	
			Change	Change (%)
Net sales	21,808	20,200	-1,608	-7.4
Operating profit	1,688	1,900	+212	+12.5
Net profit	1,142	1,470	328	+28.7
Earnings per share	301.19	387.57	—	—
Dividend per share <small>*Today's proposal item</small>	Interim : 53yen	Interim : 58yen	—	—
	Year-end : 53yen *	Year-end : 58yen		
	Annual : 106yen	Annual : 116yen		

Thank you for your continued support.

