

# **Pressing Issues to be Addressed by the TDK Group**



# TDK Transformation

Accelerating transformation for a sustainable future

- Contribute to the transition towards a sustainable future by **accelerating the transformation of society and advancements in technology** enabled by electronic devices developed through leveraging cutting-edge innovation in **materials, processes, and software technology**.
- **Become the No.1 partner** growing alongside our worldwide customers by **pursuing continuous “transformation”**.



- The global economy is facing increasing uncertainty due to additional tariffs by the U.S. government and frequent regional conflicts.
- In such an environment, we focus on areas that are within our control and improve and strengthen our own capabilities.

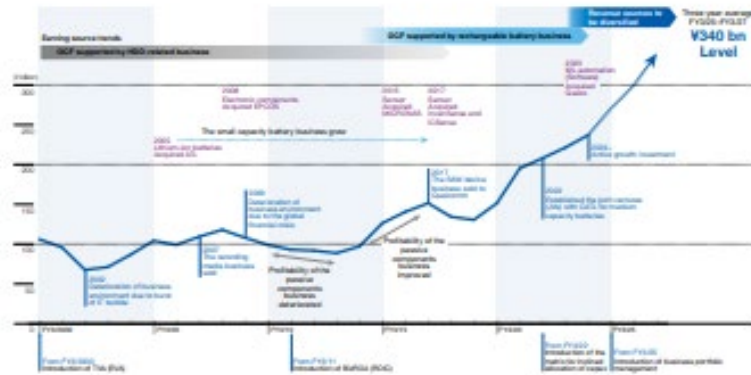


# Progress on “Key Points” of the Medium-Term Management Plan

Attracting Tomorrow

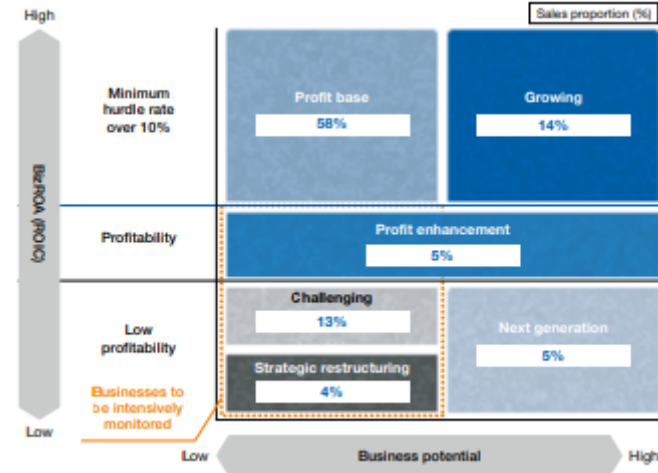


## 1 Strengthen management focusing on cash flows



- FCF in FY March 2025  
An increase from ¥15 billion at the beginning of the period to **¥201** billion.

## 2 Enhance business portfolio management (Emphasizing ROIC)



- Promotion of Growth Strategies
  - Strengthening Growth Areas: Details are in the following slides.
  - Businesses to be intensively monitored: 7 CBUs were transferred to the best owner, etc.

## 3 Evolve the Ferrite Tree (Pre-financial capital)



- Details are in the following slides.



# Strengthen Business Portfolio Management (Reinforce Growth Areas)

TDK constantly contributes to the entire AI ecosystem Attracting Tomorrow



\*: Semiconductor manufacturing equipment







# Forecast of Consolidated Financial Results and Dividends for the Fiscal Year Ending March 31, 2026

Attracting Tomorrow



Due to increasing uncertainty in the global economy, our FY2026 forecast is based on a range of base and risk scenarios.

≧100 million yen≦	Full-year financial results for FY2025 (IFRS)	Full-year financial results for FY2026 (IFRS) (announced in April 2025)		Year-on-year change (Base scenario)	
		Base scenario	Risk scenario	Change	Change (%)
Net sales	22,048	22,000	21,200	- 48	- 0.2
Operating income	2,242	2,250	1,800	+ 8	+ 0.4
Net profit	1,672	1,700	1,350	+ 28	+ 1.7
Earnings per share	88.10	89.59	71.14	└	└
Dividend per share *Today's proposal item	Interim 〰 14yen	Interim 〰 15yen		└	└
	Year-end 〰 16yen 〰	Year-end 〰 15yen			
	Annual 〰 30yen	Annual 〰 30yen			



# **Thank you for your continued support.**