

**Fiscal Year March 2023**

**Full Year  
Performance Briefing**

**Attracting Tomorrow**



**TDK Corporation**

IR&SR Group

April 28, 2023

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## **Fiscal 2023 Results Highlights**

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# Fiscal 2023 Results Highlights

**Tetsuji Yamanishi**  
**Executive Vice President**

# Fiscal 2023 key points

- Amid sluggish demand in the ICT market, both net sales and operating profit reached new record highs on the back of automobile- and industrial equipment-related demand\*.

## Net sales (JPY bn)

**2,180.8**

〔 Up 14.7% YoY 〕

## Operating profit (JPY bn)

**168.8**

〔 Up 1.2% YoY 〕

- While production of smartphones, PCs, and tablets was significantly below the initial forecast, sales of rechargeable batteries and sensors for new models expanded.
- Sales of HDD heads and HDD suspension assemblies decreased due to a rapid decline in the HDD market.
- Component demand remained brisk on the back of the increasing number of components installed per vehicle as a result of the spread of xEVs and ADAS. Sales of passive components and sensors increased.
- Sales of medium capacity rechargeable batteries and power supplies for industrial equipment increased as demand related to renewable energy and energy-saving equipment.
- Restructuring costs were recorded for 3Q and 4Q as a result of the deteriorating operating environment.

\*Operating profit is compared on the basis excluding a gain on sale of business recorded in fiscal 2017.

# Fiscal 2023 results

- Net sales and Operating profit increased year on year.
- One-time expenses: -47.7 bn JPY in restructuring costs, +12.0 bn JPY in related retirement benefits

	(JPY bn)	FY2022	FY2023	Change	
				JPY bn	%
Net sales		1,902.1	<b>2,180.8</b>	+278.7	+14.7%
Operating profit		166.8	<b>168.8</b>	+2.1	+1.2%
Operating profit margin		8.8%	<b>7.7%</b>	(1.1)pts	-
Profit before tax		172.5	<b>167.2</b>	(5.3)	(3.1)%
Net profit		131.3	<b>114.2</b>	(17.1)	(13.0)%
Earnings per share (JPY)		346.44	<b>301.19</b>	-	-
USD (JPY)		112.33	<b>135.46</b>	20.6% JPY depreciation	
EUR (JPY)		130.53	<b>140.89</b>	7.9% JPY depreciation	

## Ex-rate impact to net sales, operating profit (OP) (JPY bn)

Net sales Approx. +292.2

OP Approx. +68.9

## Forex sensitivity (impact by one JPY change)

### USD (JPY bn)

Net sales 11.0

OP 2.0

### EUR (JPY bn)

Net sales 3.0

OP 0.6

(Note) TDK has voluntarily adopted International Financial Reporting Standards (IFRS) on its consolidated financial statements in the Securities Reports from fiscal 2022 in place of the U.S. GAAP.

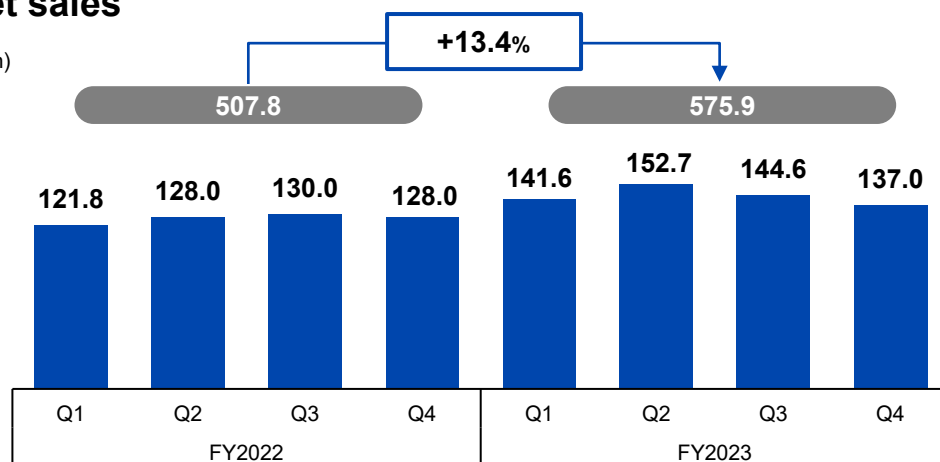
The figures for the previous fiscal year shown in this document are also presented in accordance with IFRS.

# Passive Components segment

- Both net sales and profit significantly increased year on year as sales to the automotive market remained brisk, especially those related to xEVs.

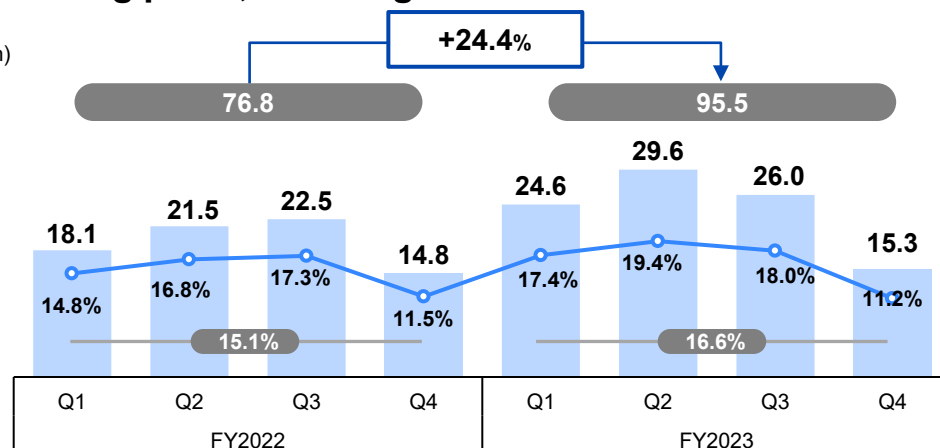
## Net sales

(JPY bn)



## Operating profit, OP margin

(JPY bn)



### Ceramic capacitors

- Sales and profit increased year on year.
- Sales increased to the automotive market and distributors.

### Aluminum electrolytic capacitors and film capacitors

- Sales and profit increased year on year.
- Sales increased to the industrial equipment and the automotive markets.

### Inductive devices

- Sales and profit increased year on year.
- Sales increased to the automotive and the industrial equipment markets.

### High-frequency components

- Sales and profit decreased year on year.
- Sales decreased to the ICT market.

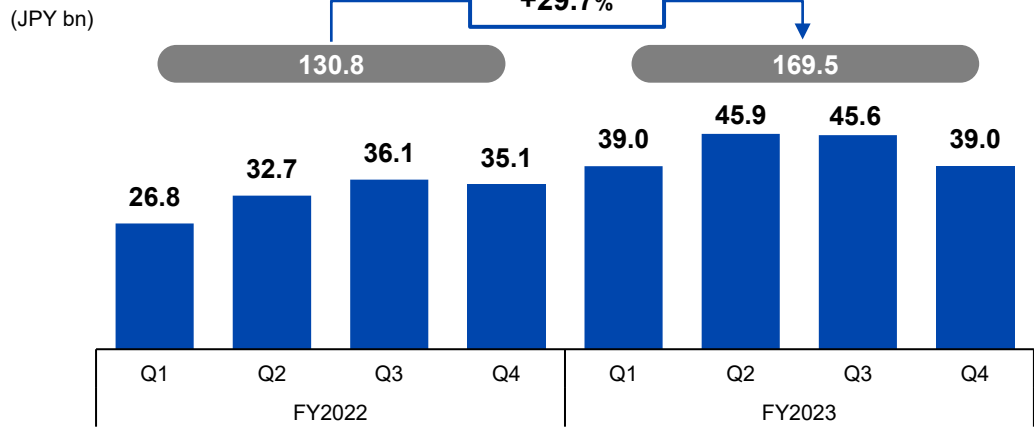
### Piezoelectric material products and circuit protection components

- Sales increased while profit decreased year on year.
- Sales increased to the automotive and the industrial equipment markets.

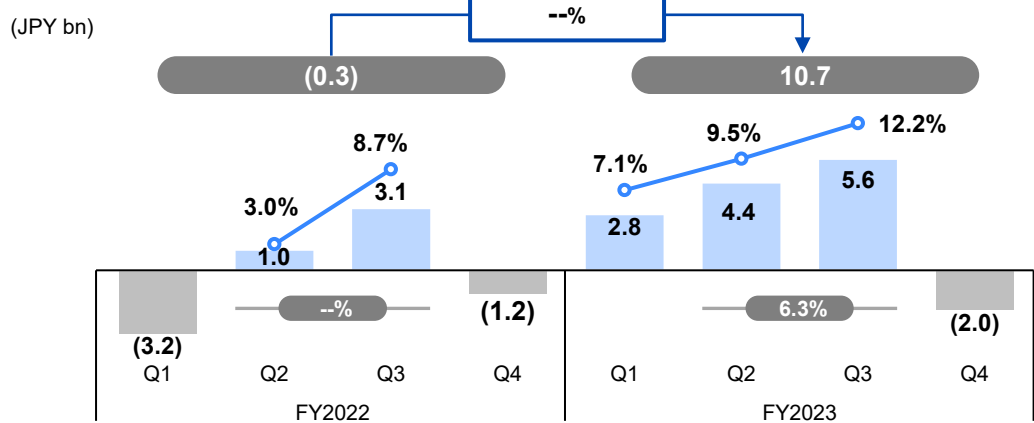
# Sensor Application Products segment

- Sales and profit increased year on year due to brisk sales mainly to the ICT market and a significant improvement in profitability.

## Net sales



## Operating profit, OP margin



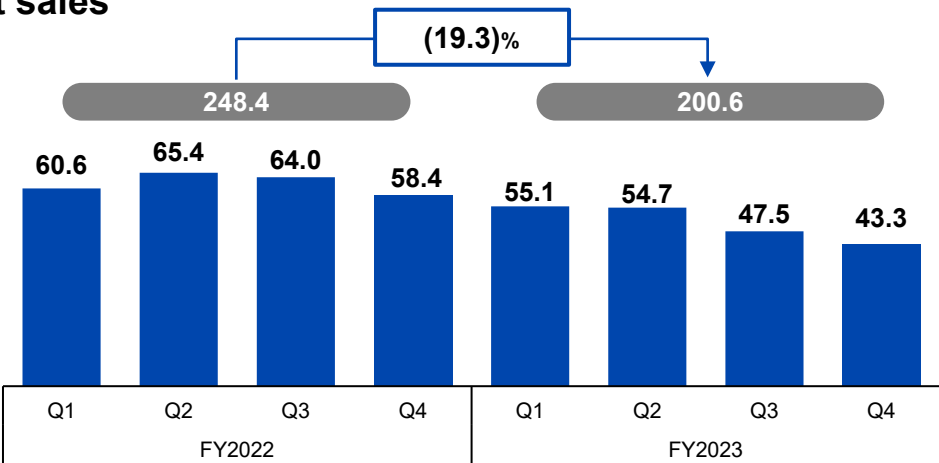
Temperature and pressure sensors	<ul style="list-style-type: none"><li>Sales increased to the automotive market and for home appliances.</li><li>profit decreased due to the recording of restructuring costs.</li></ul>
Magnetic sensors	<ul style="list-style-type: none"><li>Sales and profit increased year on year.</li><li>Sales of Hall sensors to the automobile market expanded.</li><li>Sales of TMR sensors to the ICT market increased considerably.</li></ul>
MEMS sensors	<ul style="list-style-type: none"><li>Profit improved significantly as sales for game machine, wearable and automobile applications expanded, despite a decline in sales for smartphone applications.</li></ul>

# Magnetic Application Products segment

- Sales and profit decreased significantly on a year-on-year basis due to the impact of the rapid deterioration in the HDD market and the recording of restructuring costs.

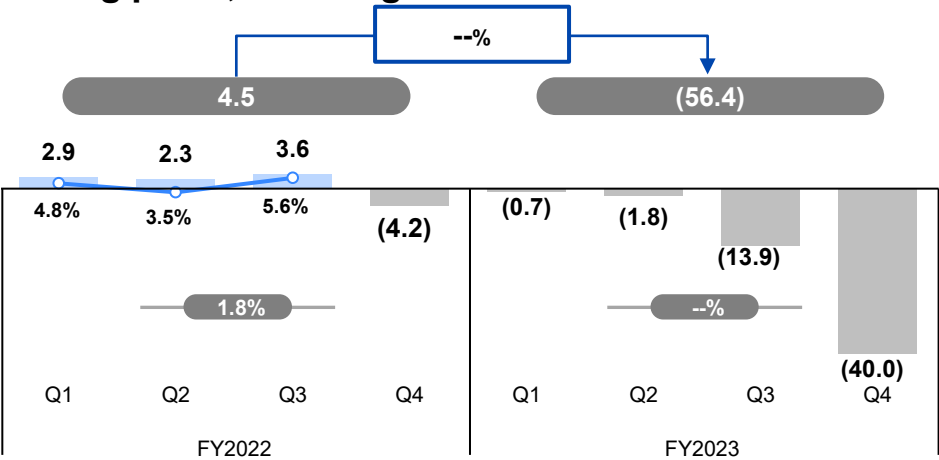
## Net sales

(JPY bn)



## Operating profit, OP margin

(JPY bn)



HDD heads and HDD suspension assemblies	<ul style="list-style-type: none"><li>• Sales and profit decreased significantly on a year-on-year basis as a result of a rapid decline in HDD demand.</li></ul>
Magnets	<ul style="list-style-type: none"><li>• Sales increased year on year, reflecting a rise in sales to the automotive market.</li><li>• Slower productivity improvement resulted in lag in profitability enhancement.</li></ul>

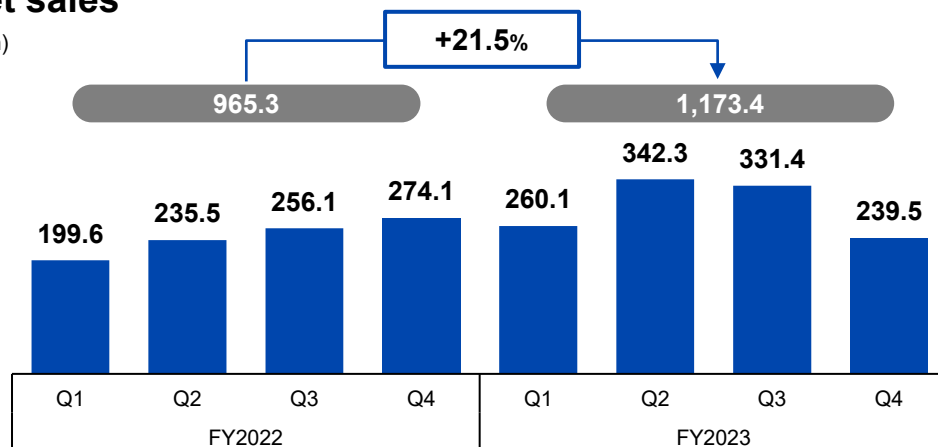


# Energy Application Products segment

- In Energy Devices, soaring material prices and the deteriorating demand environment were countered by cost pass-through measures and rationalization measures.
- Segment sales and profit increased year on year as the market related to power supplies for industrial equipment remained robust.

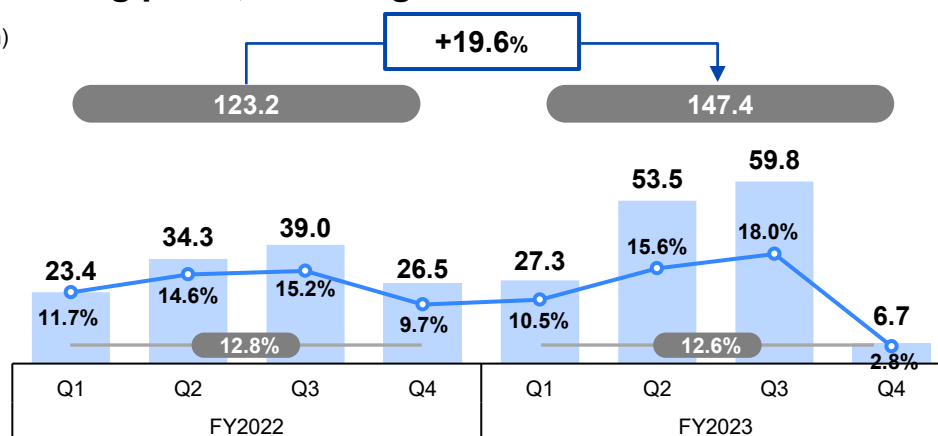
## Net sales

(JPY bn)



## Operating profit, OP margin

(JPY bn)



### Energy devices (Rechargeable batteries)

- Sales and profit increased year on year.
- Profit increased year on year on the back of cost reduction and other measures, despite a decline in sales volume related to mobile devices.
- Sales of medium capacity rechargeable batteries for residential energy storage systems and other applications expanded significantly.

### Power supplies

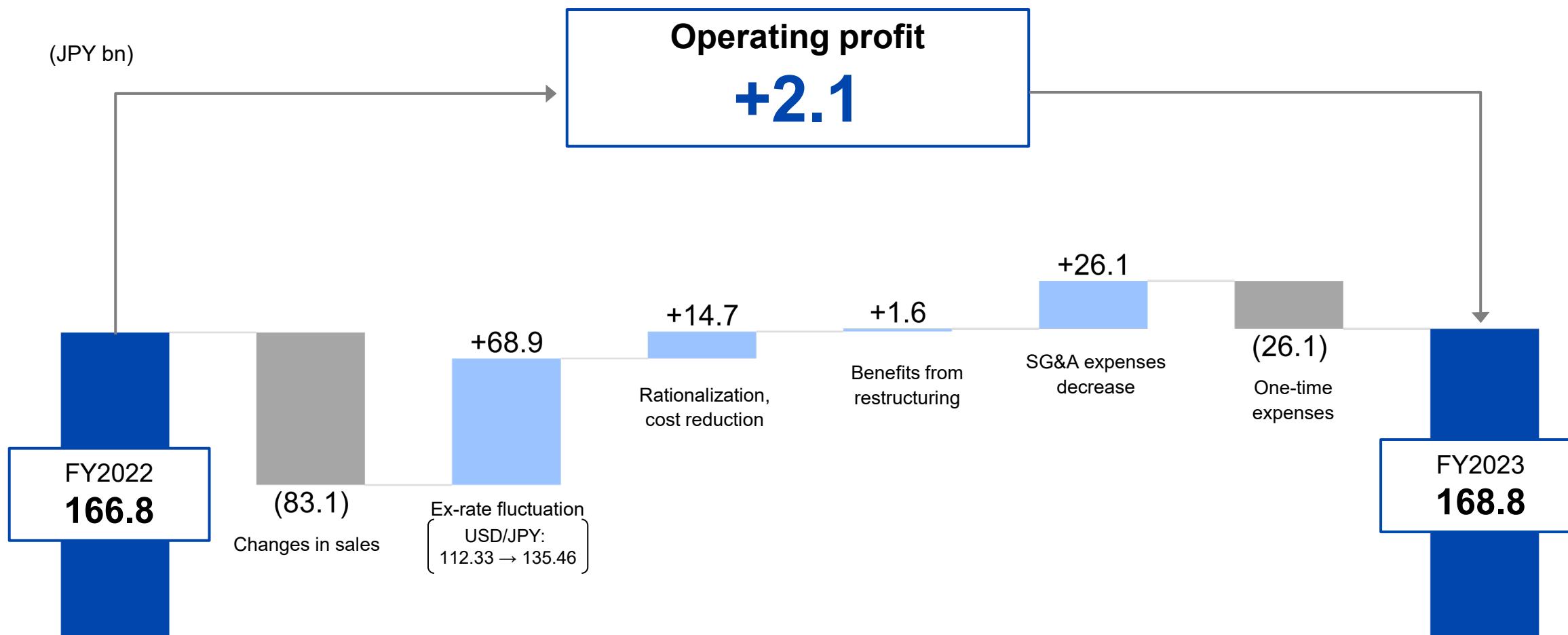
- Sales and profit of power supplies for industrial equipment significantly increased year on year.
- Profit decreased significantly due to the recording of one-time expenses related to EV power supplies.

# Quarterly results by segment

		FY2022	FY2023		YoY (C)-(A)		QoQ (C)-(B)	
(JPY bn)		Q4(A)	Q3(B)	Q4(C)	JPY bn	%	JPY bn	%
Net sales	Capacitors	50.4	61.5	<b>57.8</b>	+7.3	+14.5%	(3.7)	(6.1)%
	Inductive Devices	45.8	50.1	<b>46.3</b>	+0.5	+1.0%	(3.8)	(7.6)%
	Other Passive Components	31.8	33.1	<b>33.0</b>	+1.2	+3.7%	(0.1)	(0.4)%
	Passive Components	128.0	144.6	<b>137.0</b>	+9.0	+7.0%	(7.7)	(5.3)%
	Sensor Application Products	35.1	45.6	<b>39.0</b>	+3.9	+11.0%	(6.7)	(14.6)%
	Magnetic Application Products	58.4	47.5	<b>43.3</b>	(15.2)	(25.9)%	(4.2)	(8.8)%
	Energy Application Products	274.1	331.4	<b>239.5</b>	(34.6)	(12.6)%	(91.9)	(27.7)%
	Other	12.6	17.8	<b>13.1</b>	+0.5	+3.8%	(4.7)	(26.5)%
	Total	508.3	587.0	<b>471.9</b>	(36.4)	(7.2)%	(115.1)	(19.6)%
Operating profit	Passive Components	14.8	26.0	<b>15.3</b>	+0.6	+4.0%	(10.7)	(41.0)%
	Sensor Application Products	(1.2)	5.6	<b>(2.0)</b>	(0.8)	-	(7.5)	-
	Magnetic Application Products	(4.2)	(13.9)	<b>(40.0)</b>	(35.8)	-	(26.1)	-
	Energy Application Products	26.5	59.8	<b>6.7</b>	(19.8)	(74.6)%	(53.1)	(88.7)%
	Other	(0.1)	0.9	<b>(1.5)</b>	(1.4)	-	(2.4)	-
	Subtotal	35.7	78.3	<b>(21.4)</b>	(57.1)	-	(99.7)	-
	Adjustment	(10.3)	(10.0)	<b>1.5</b>	+11.8	-	+11.5	-
	Total	25.5	68.4	<b>(19.9)</b>	(45.3)	-	(88.2)	-
Operating profit margin		5.0%	11.6%	<b>(4.2)%</b>	(9.2)pts	-	(15.8)pts	-
USD (JPY)		116.14	141.75	132.40				
EUR (JPY)		130.35	144.26	141.95				

# Analysis of change in operating profit

- Operating profit increased year on year despite the recording of restructuring costs amounting to 47.7 bn JPY in response to the rapid changes in the market environment.



# Fiscal 2024 Projections

**Noboru Saito**  
**President & CEO**

# Fiscal 2024 Projections

	(JPY bn)	FY2023 Actual	FY2024 Projections	Change	
				JPY bn	%
Net sales		2,180.8	<b>2,020.0</b>	(160.8)	(7.4)%
Operating profit		168.8	<b>190.0</b>	+21.2	+12.5%
Operating profit margin		7.7%	<b>9.4%</b>	+1.7pts	-
Profit before tax		167.2	<b>188.0</b>	+20.8	+12.4%
Net profit		114.2	<b>147.0</b>	+32.8	+28.7%
Earnings per share (JPY)		301.19	<b>387.57</b>	-	-
Dividends (JPY)		106.00	<b>116.00</b>	-	-
USD (JPY)		135.46	<b>130.00</b>	-	-
EUR (JPY)		140.89	<b>142.00</b>	-	-

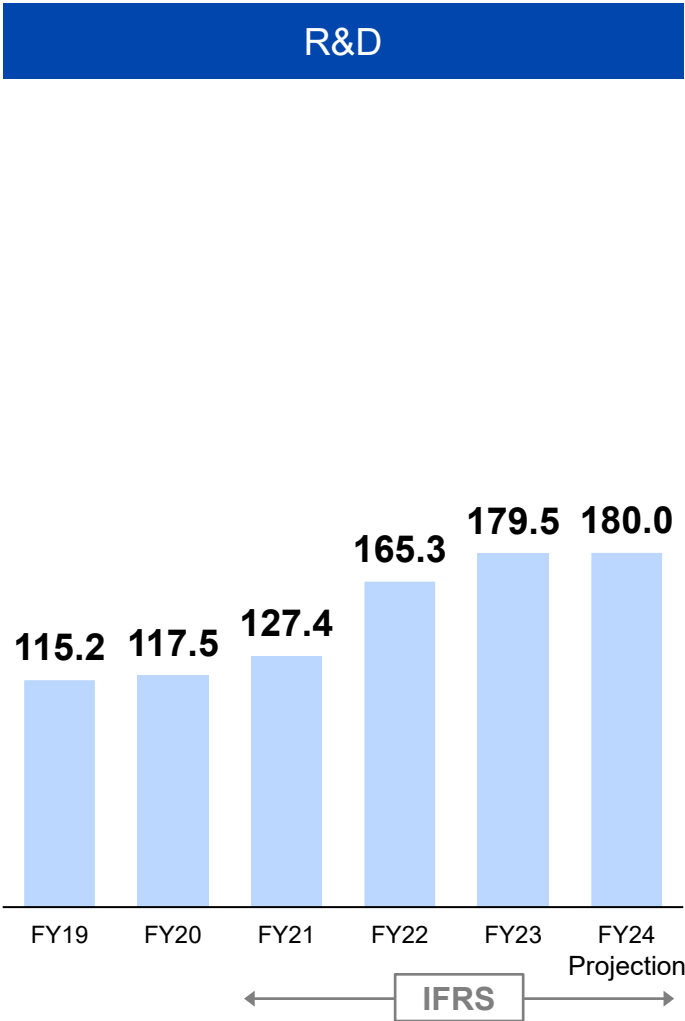
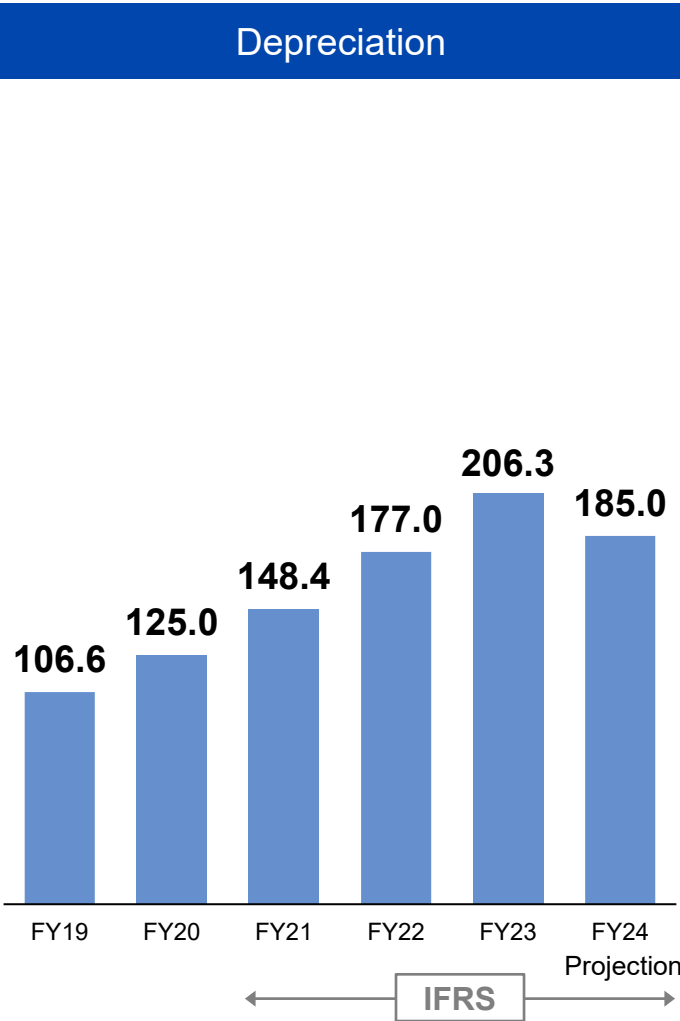
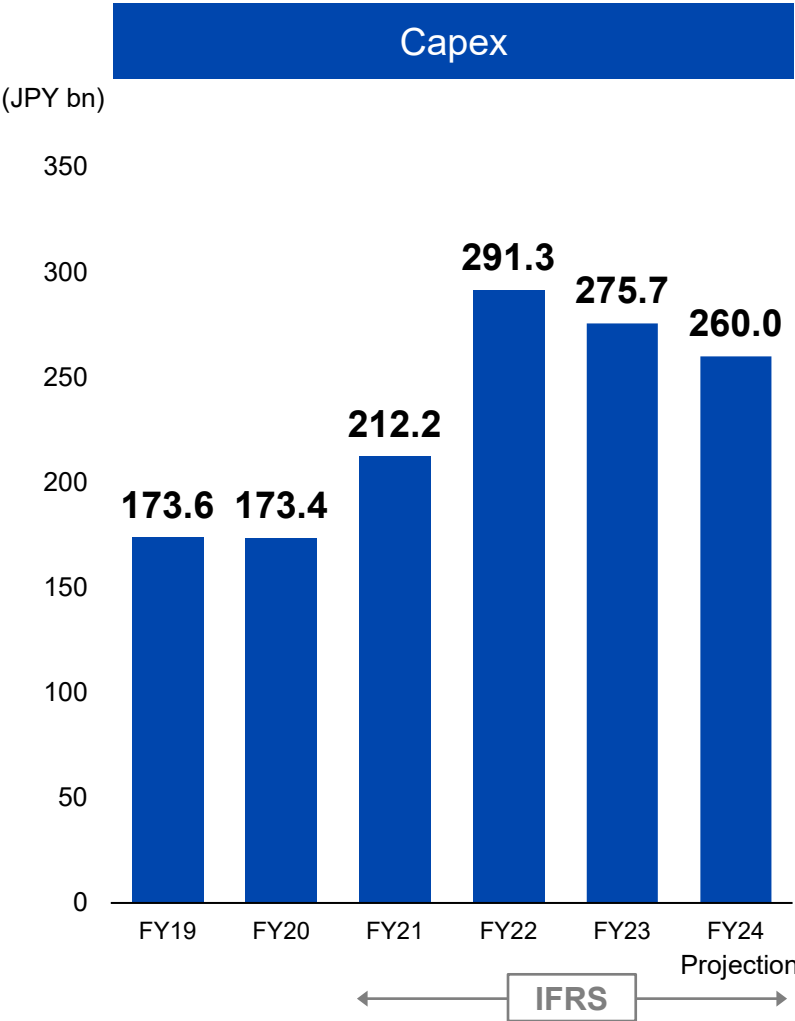
# Forecast production trend in key markets

- The ICT market is on the way to recovery while the xEV market is expected to expand.

(Unit mn)	FY2023 Actual	FY2024 Forecast	YoY
Automobile*	84	<b>88</b>	+5%
xEV	17.2	<b>21.9</b>	+27%
Smartphone	1,143	<b>1,118</b>	(2)%
5G Smartphone	593	<b>607</b>	+2%
HDD	153	<b>146</b>	(5)%
Nearline	55	<b>60</b>	+9%
Notebook PC	179	<b>182</b>	+2%
Tablet	153	<b>149</b>	(3)%

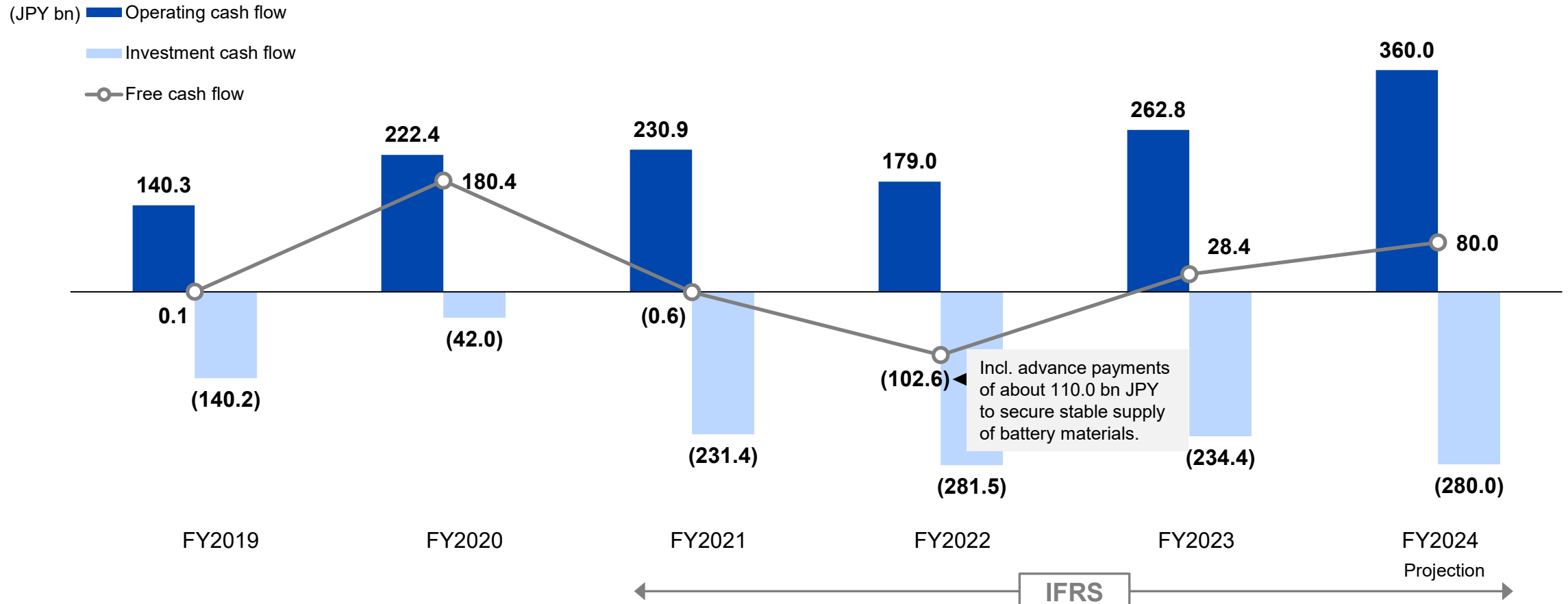
\*:The number of Automobile includes commercial vehicles.

# Capex, Depreciation, R&D



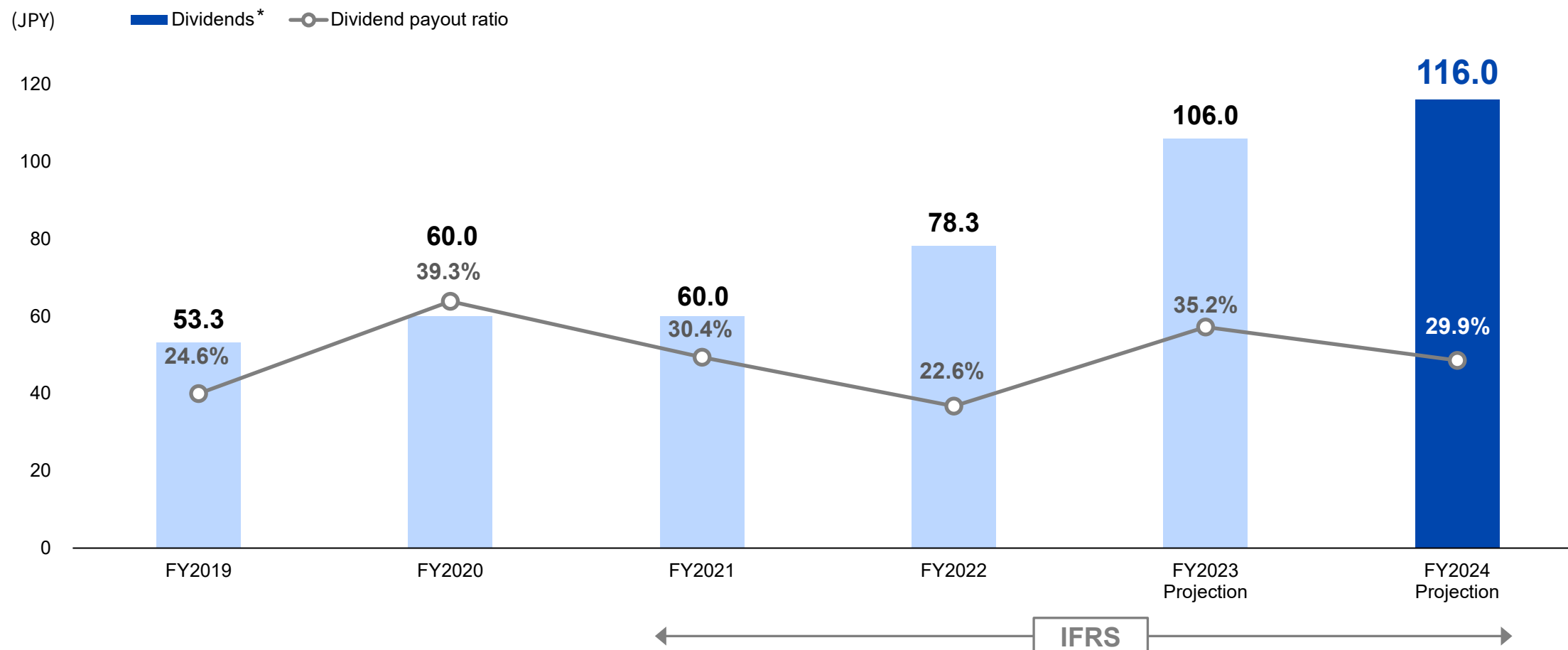
# Cash flows

- Operating cash flow increased on the back of profitability improvement mainly in Passive Components and Sensor Application Products.
- Free cash flow is expected to be 80.0 bn JPY for FY2024 due to a decline in investment in Energy Application Products.





# Shareholder returns



\* Dividends are calculated on the basis of the 3-for-1 share split as of October 1, 2021.

# Projections by segment

- Sales are expected to increase year on year in three segments excluding Energy Application Products.

(JPY bn)	FY2023 Actual	FY2024 Projections (YoY)	Factors
Passive Components	578.7	+9 ~ +12%	<ul style="list-style-type: none"> <li>Sales of ceramic capacitors and film capacitors, which are for automobile applications, are expected to increase.</li> <li>Sales of inductive devices to the automotive and the industrial equipment markets are expected to increase.</li> </ul>
Sensor Application Products	169.5	+7 ~ +10%	<ul style="list-style-type: none"> <li>Sales of magnetic sensors and MEMS microphones for ICT applications are expected to increase.</li> <li>Sales of magnetic sensors and temperature and pressure sensors, which are for automobile applications, are expected to increase.</li> </ul>
Magnetic Application Products	200.6	+2 ~ +5%	<ul style="list-style-type: none"> <li>The HDD production volume is expected to decline by 5%.</li> <li>Lag in recovery of the HDD market related to data centers.</li> </ul>
Energy Application Products	1,173.4	(22) ~ (19)%	<ul style="list-style-type: none"> <li>Production of ICT-related devices is expected to remain sluggish.</li> <li>Sales price decrease for rechargeable batteries is expected in line with a decline in raw material prices.</li> <li>Sales of medium capacity rechargeable batteries are expected to decrease as a result of the transfer to a JV.</li> </ul>
Other	58.7	-	
<b>Total</b>	<b>2,180.8</b>	<b>2,020.0</b>	

(Note) In accordance with the reorganization for 1Q of FY2024, certain products of Other are reclassified into capacitors of Passive Components. Thus, the FY2023 figures are also reclassified to conform to the new segmentation.

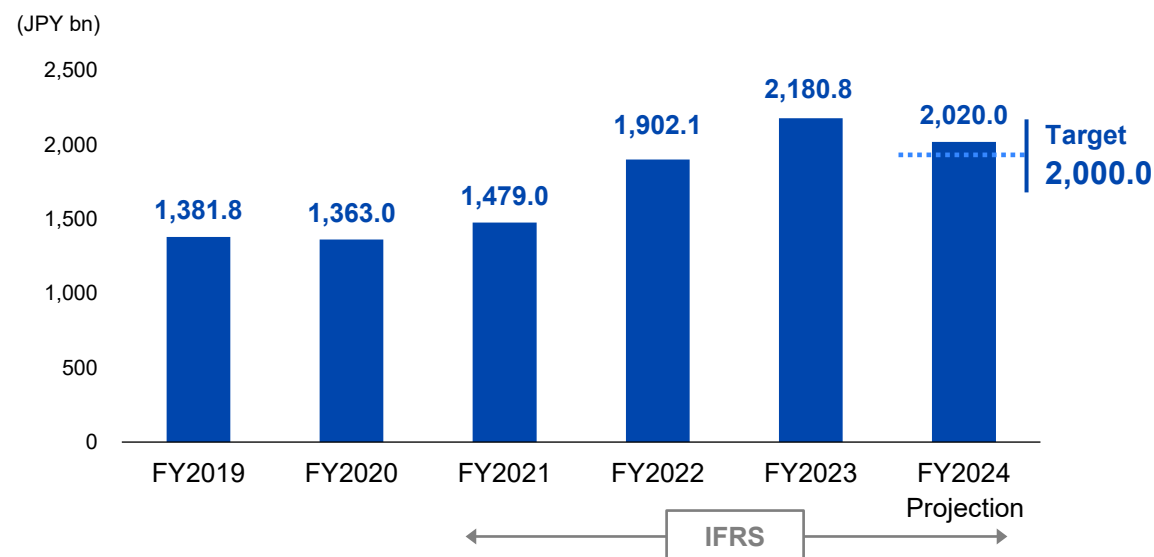
# **Progress Report on Medium-Term Plan**

## **- Value Creation 2023 -**

# Value Creation 2023: Progress overview

- Diversification of revenue sources has progressed as the Passive Components growth and Sensor Application Products turned profitable.
- Determined to make investments to boost capacity of brisk demand products such as Passive Components and TMR sensors.
- Restructuring of underperforming businesses such as the Magnetic Application Products remains issues.

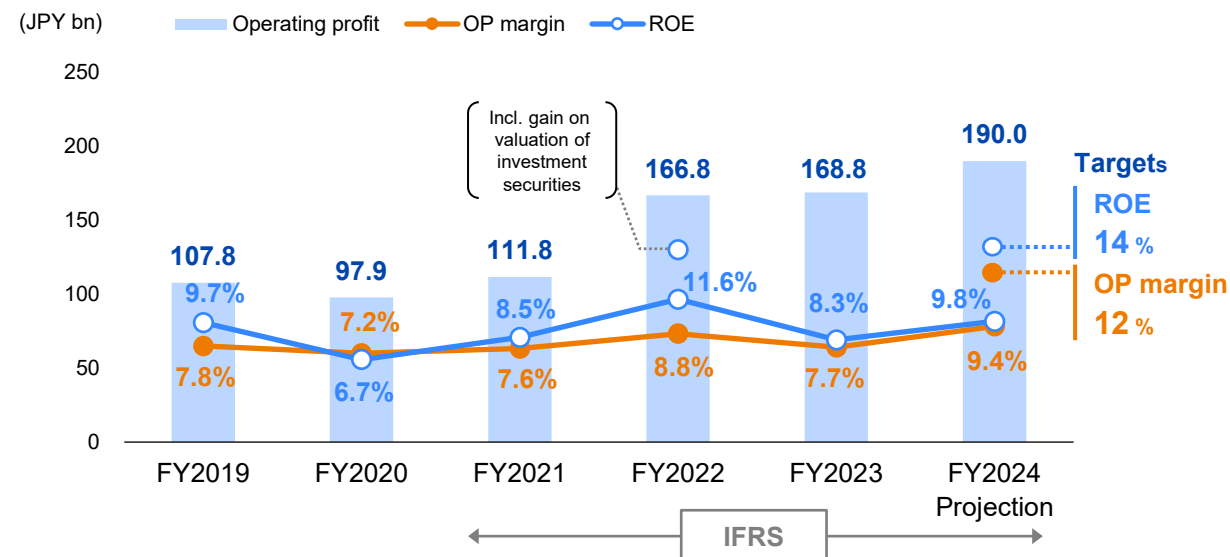
## Net sales



### Progress

- Passive Components growth.
- Sensor Application Products growth as profitability improved.
- Investment in increased production of passive components, TMR sensors, etc.
- Profitability of medium capacity rechargeable batteries was achieved ahead of schedule.
- Implemented business base-focused strategy to respond to geopolitical risks.

## Operating profit, OP margin, ROE

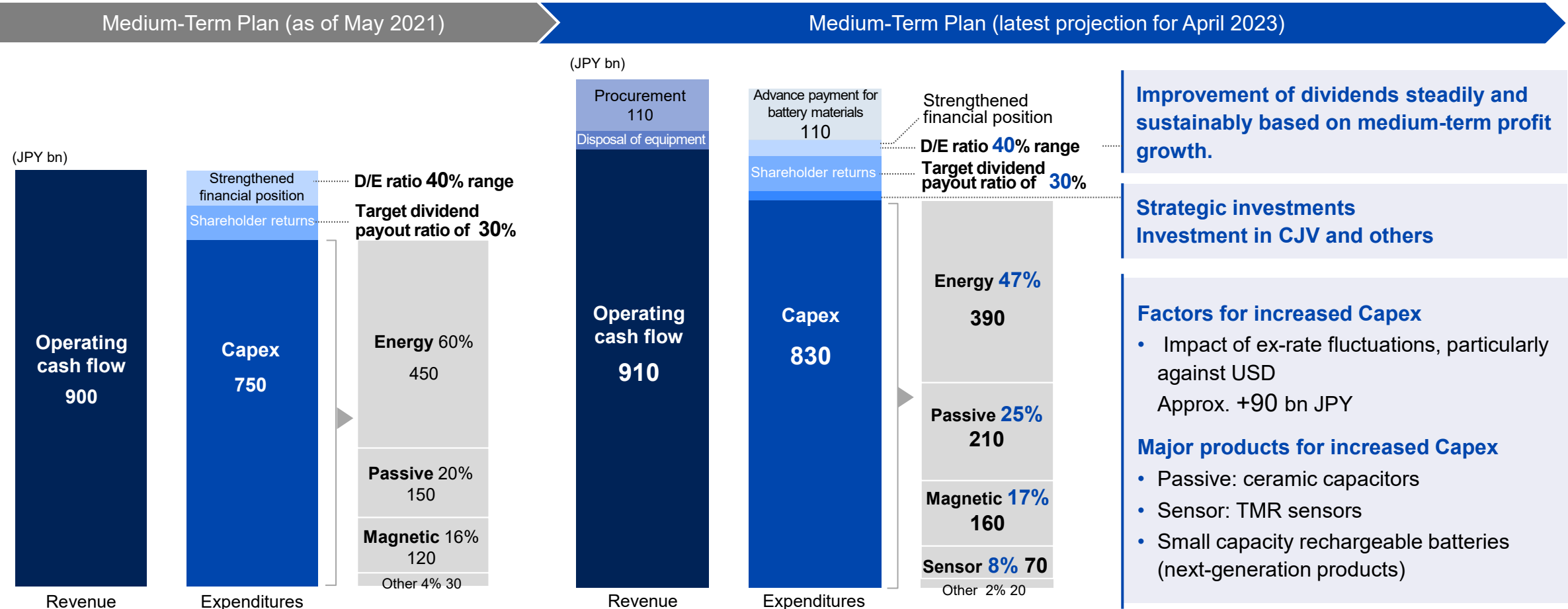


### Challenges

- Profitability of the recording device business deteriorated due to sluggish HDD demand.
- Profitability improvement of underperforming businesses has been delayed.
- Responded to soaring energy cost, etc. (rationalization measures)

# Capital allocation plan

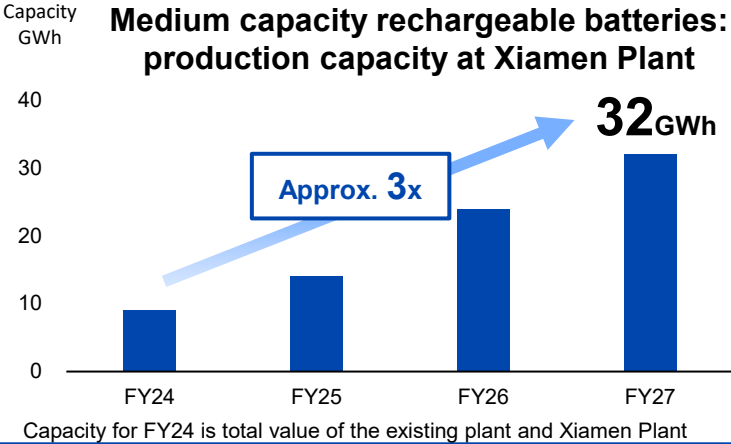
- Investment in Energy Application Products was reduced as the commencement of the JVs in medium capacity rechargeable batteries.
- Increase of investment in Passive Components, such as ceramic capacitors for automobile applications, and Sensor Application Products, such as TMR sensors.
- Aiming for positive free cash flow after shareholder returns. (excluding approx. 110 bn JPY in the advance payments for battery materials)



# Growth strategies: medium capacity rechargeable batteries

- Commence production at the new manufacturing site as planned.

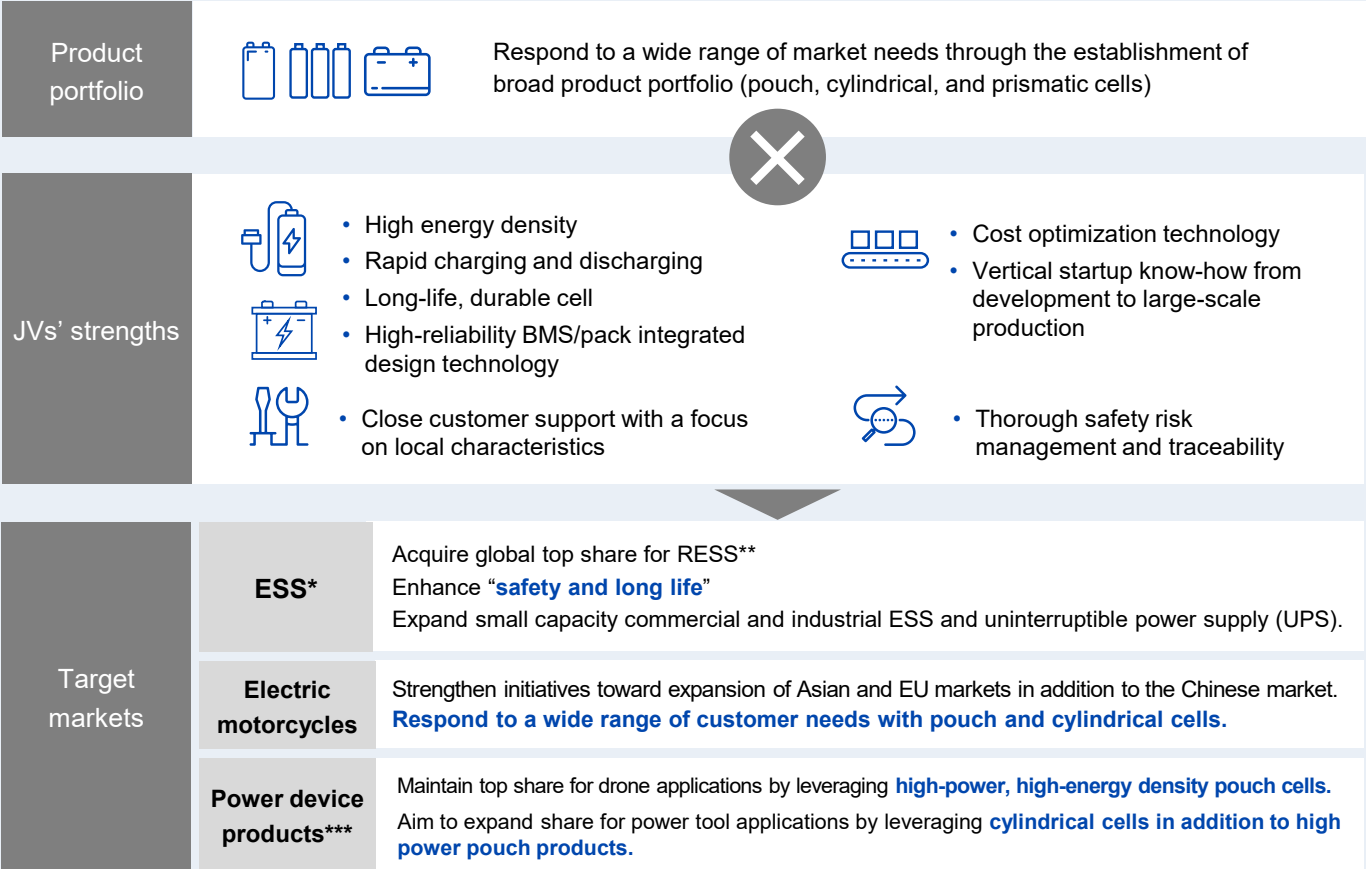
New manufacturing site  
in Xiamen City, Fujian Province (April 2023~)



Aim to attain global No.1 position by combining the strengths of two companies

Approx. 500 bn JPY in net sales\* by 2030

\*TDK Group consolidation



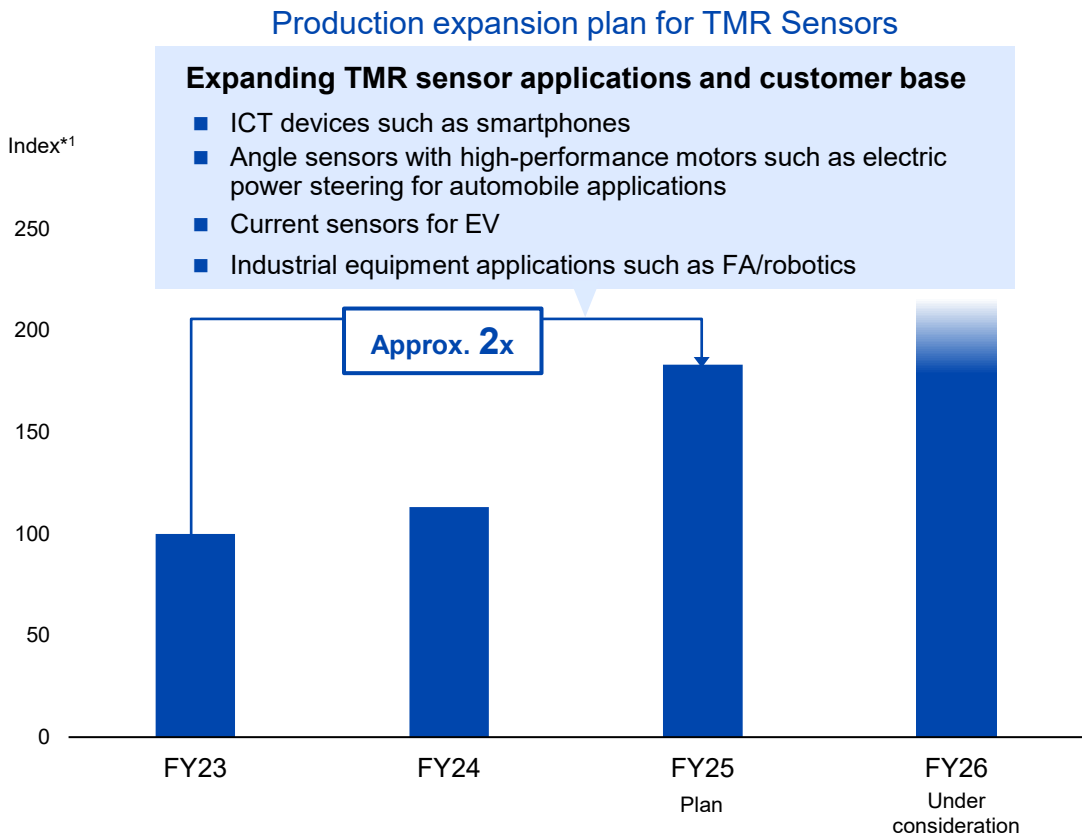
\*ESS=Energy Storage System \*\*RESS=Residential Energy Storage System \*\*\*Power device products= Drone, Power Tool, Cleaner, etc.

# Growth strategies: Sensor Application Products and Passive Components

- Make active investments to increase capacity of products for which brisk demand increase is expected.

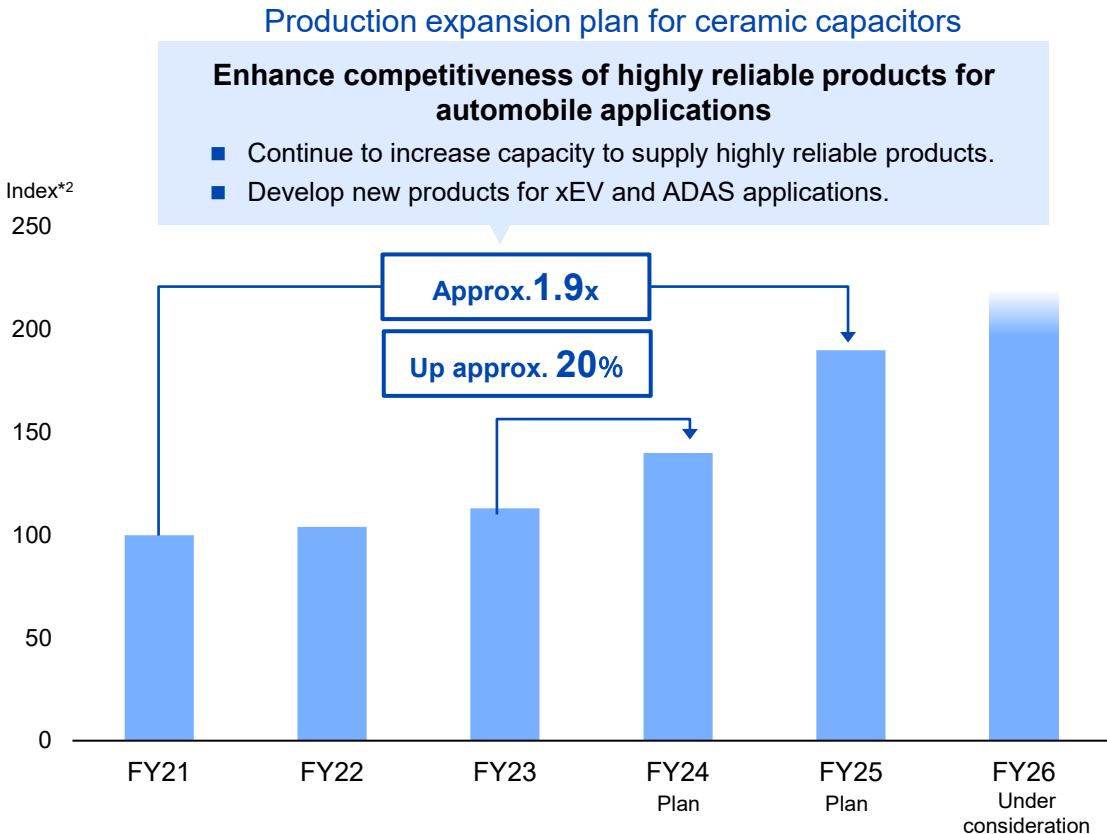
## Expansion plan for TMR sensors

Double production capacity in FY2025 compared with FY2023 level.






## Expansion plan for ceramic capacitors for automobile applications

Considering investment to increase production for FY2025 and thereafter.



## Key progress updates

<div>E</div>	<div>EX</div> <p>Effective use of energy and expanded use of renewable energy toward the realization of net zero CO2 emissions by 2050</p> <div>Supply chain management</div> <p>Ensure societal and environmental consideration in the supply chain</p>		<ul style="list-style-type: none"><li>• Certification application submitted to SBTi in September 2022.</li><li>• Joined RE100 in December 2022.</li><li>• RE 50% is expected to be achieved by the end of 2024, one year ahead of the target of 2025.<ul style="list-style-type: none"><li>• Convert electricity sources at the manufacturing sites in Tohoku and Niigata areas to 100% renewal energy-based sources on April 1, 2023.</li><li>• Convert electricity sources at all manufacturing sites in Japan to 100% renewal energy-based sources by the end of 2023.</li></ul></li></ul>
<div>S</div>	<div>HR management</div> <p>Efforts to strengthen human resources</p>		<ul style="list-style-type: none"><li>• Implemented team member engagement surveys around the world, as a part of our aim at improving their satisfaction.</li><li>• Enact TDK Health Declaration and join the alliance of domestic companies.</li></ul>
<div>G</div>	<div>Pursuing both delegation of authority and internal controls</div> <p>Empowerment and transparency</p>		<ul style="list-style-type: none"><li>• Penetration of group management based on Global Common Regulations.</li><li>• Strengthened regional headquarters functions.</li></ul>



# Appendix

# Quarterly sales and operating profit by segment

		FY2022					FY2023				
(JPY bn)		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Net Sales	Capacitors	47.1	49.8	50.8	50.4	198.1	57.6	62.9	61.5	57.8	239.7
	Inductive Devices	42.1	45.3	47.0	45.8	180.2	49.3	52.8	50.1	46.3	198.5
	Other Passive Components	32.5	32.9	32.2	31.8	129.4	34.7	37.0	33.1	33.0	137.8
	Passive Components	121.8	128.0	130.0	128.0	507.8	141.6	152.7	144.6	137.0	575.9
	Sensor Application Products	26.8	32.7	36.1	35.1	130.8	39.0	45.9	45.6	39.0	169.5
	Magnetic Application Products	60.6	65.4	64.0	58.4	248.4	55.1	54.7	47.5	43.3	200.6
	Energy Application Products	199.6	235.5	256.1	274.1	965.3	260.1	342.3	331.4	239.5	1,173.4
	Other	11.3	12.5	13.3	12.6	49.7	14.6	15.9	17.8	13.1	61.4
	Total	420.1	474.1	499.7	508.3	1,902.1	510.5	611.5	587.0	471.9	2,180.8
Operating profit	Passive Components	18.1	21.5	22.5	14.8	76.8	24.6	29.6	26.0	15.3	95.5
	Sensor Application Products	(3.2)	1.0	3.1	(1.2)	(0.3)	2.8	4.4	5.6	(2.0)	10.7
	Magnetic Application Products	2.9	2.3	3.6	(4.2)	4.5	(0.7)	(1.8)	(13.9)	(40.0)	(56.4)
	Energy Application Products	23.4	34.3	39.0	26.5	123.2	27.3	53.5	59.8	6.7	147.4
	Other	(1.0)	(0.3)	(0.1)	(0.1)	(1.4)	0.4	(0.2)	0.9	(1.5)	(0.4)
	Subtotal	40.2	58.7	68.1	35.7	202.8	54.4	85.5	78.3	(21.4)	196.8
	Adjustment	(8.9)	(8.5)	(8.4)	(10.3)	(36.1)	(9.8)	(9.8)	(10.0)	1.5	(28.0)
	Total	31.3	50.3	59.7	25.5	166.8	44.6	75.7	68.4	(19.9)	168.8
Operating profit margin		7.5%	10.6%	11.9%	5.0%	8.8%	8.7%	12.4%	11.6%	(4.2)%	7.7%
USD (JPY)		109.50	110.07	113.67	116.14	112.33	129.36	138.20	141.75	132.40	135.46
EUR (JPY)		131.90	129.83	130.06	130.35	130.53	137.95	139.39	144.26	141.95	140.89

# Status of inclusion in the ESG Index / Recognition by investors and rating agencies

## Index Funds



### FTSE4Good Index Series

An index provided by FTSE Russell that was designed to measure the performance of companies that implement strong ESG measures.



### S&P / JPX Carbon Efficient Index

An index was designed to measure the performance of companies in the Tokyo Stock Price Index (TOPIX) while overweighting or underweighting those companies that have lower or higher levels of carbon emissions per unit of revenue.



### FTSE Blossom Japan Index

An index provided by FTSE Russell that was designed to measure the performance of Japanese companies with outstanding ESG responses.



### Sompo Sustainability Index

An index compiled based on the results of the Buna-no-Mori Environmental Questionnaire and ESG Management Survey conducted by SOMPO Risk Management Inc



### FTSE Blossom Japan Sector Relative Index

An index provided by FTSE Russell, designed to be sector neutral, reflecting the performance of Japanese companies with outstanding ESG responses.

### 2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX<sup>\*2</sup>

An index provided by MSCI that selects Japanese companies with outstanding ESG performance.



### MSCI ESG Leaders Indexes<sup>\*1</sup>

An index provided by MSCI that selects companies with outstanding ESG evaluation.

### 2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)<sup>\*3</sup>

An index provided by MSCI that selects Japanese companies with excellent gender diversity.

<sup>\*1,2,3</sup> THE INCLUSION OF TDK CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF TDK CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

## Ratings

CDP Climate Change **A-** (A minus)

CDP Water Security **A** (three consecutive years)



### CDP Supplier Engagement Rating Leaderboard (three consecutive years)

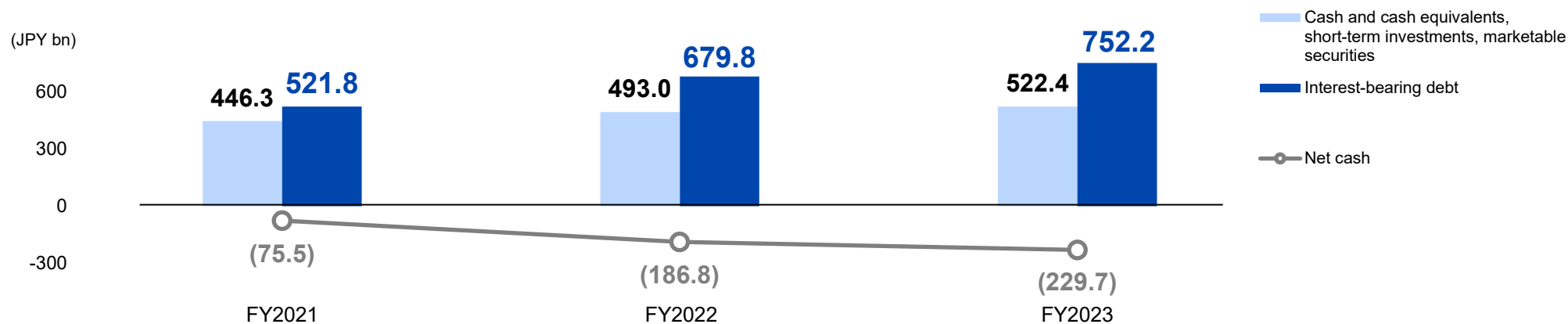
TDK was praised because it promotes environmental activities working with suppliers and discloses SCOPE3 emissions.

# Financial position

(JPY bn)	FY2021	FY2022	FY2023	Change vs. FY2022 (JPY bn)
Total assets	2,359.7	3,041.7	3,147.0	+105.4
Total liabilities	1,398.0	1,737.9	1,684.2	(53.7)
Total equity attributable to owners of parent	958.9	1,300.3	1,458.4	+158.1
Ratio of equity attributable to owners of parent	40.6%	42.8%	46.3%	+3.5pts
Cash and cash equivalents, short-term investments, marketable securities	446.3	493.0	522.4	+29.4
Interest-bearing debt <sup>*1</sup>	521.8	679.8	752.2	+72.3
Net cash <sup>*2</sup>	(75.5)	(186.8)	(229.7)	(43.0)

\*1: Borrowings + bonds + lease liabilities

\*2: Cash and cash equivalents, short-term investments, marketable securities - interest-bearing debt

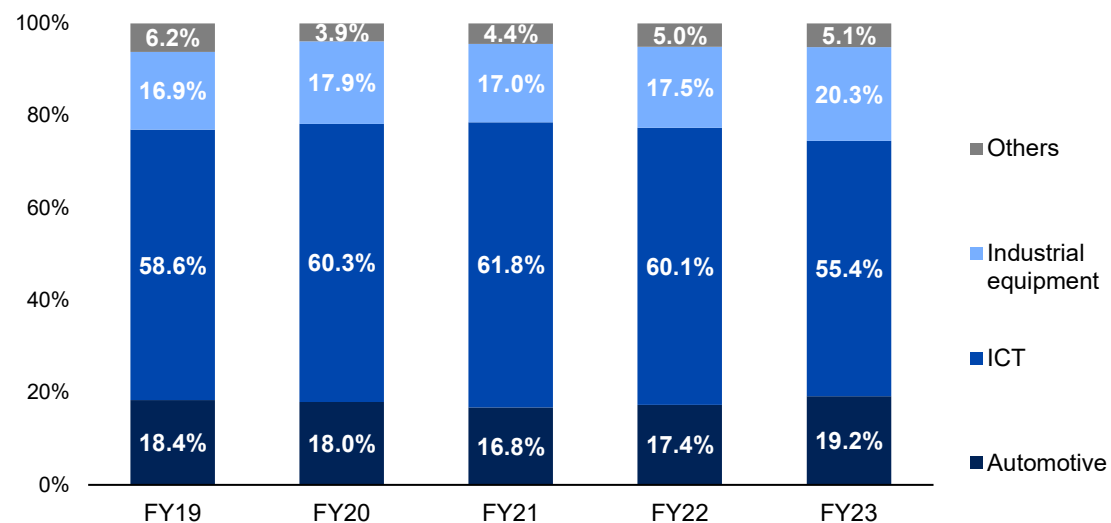
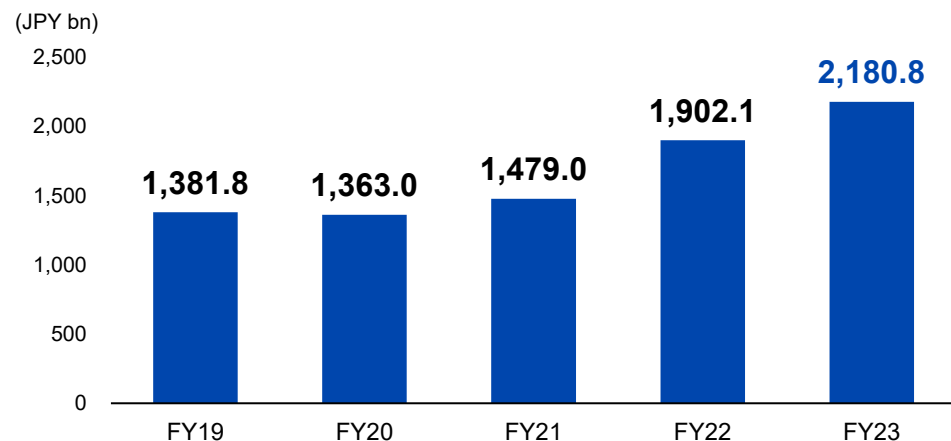


# Annual sales by market (FY2019 – FY2023)

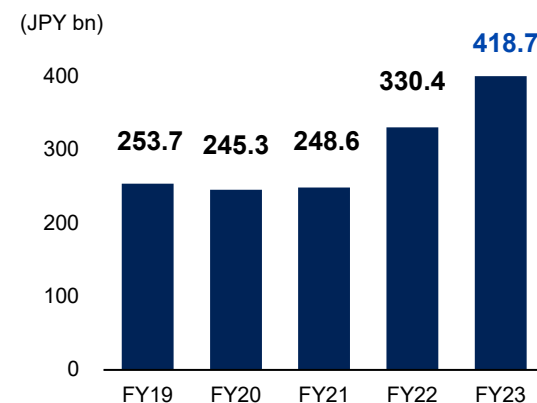
Group

Attracting Tomorrow 

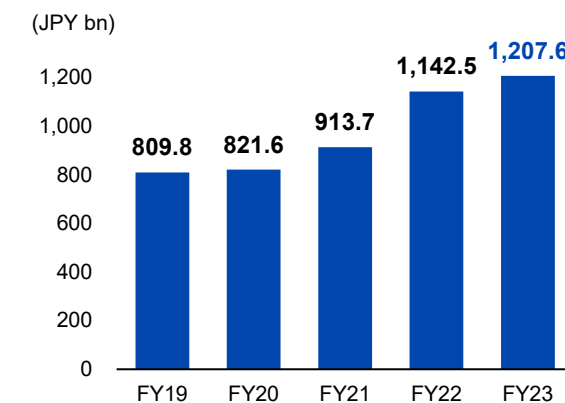
## Net sales



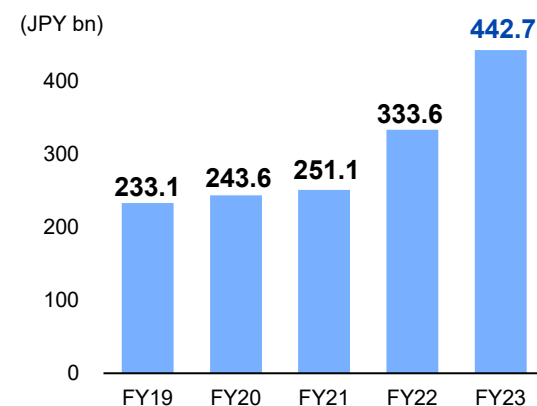
## Automotive



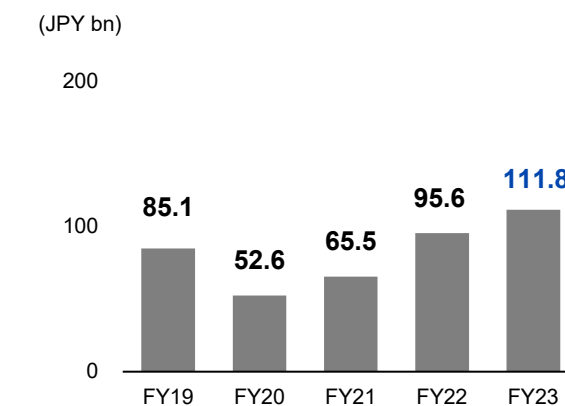
## ICT



## Industrial equipment



## Others



# Quarterly sales by market (FY2022 – FY2023)

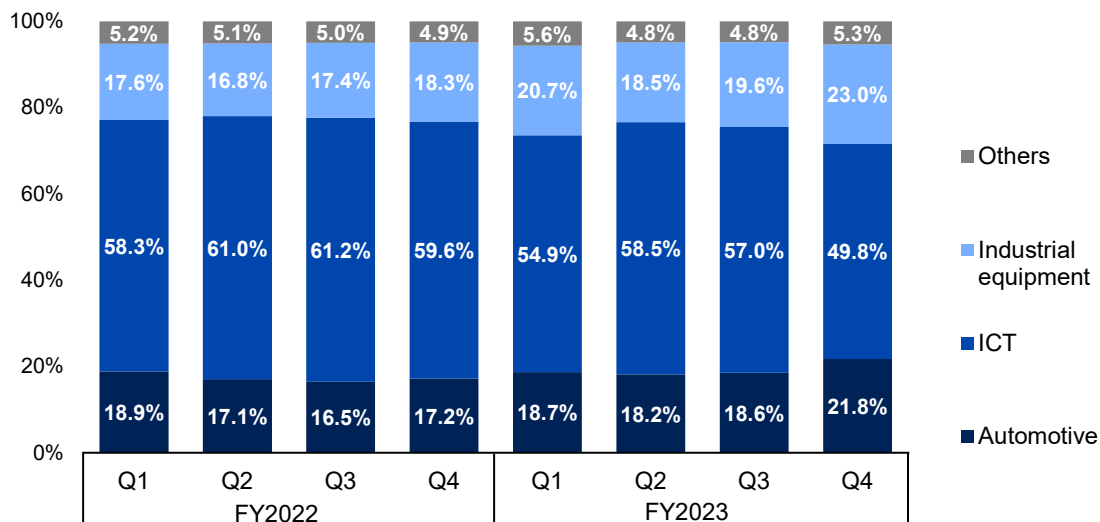
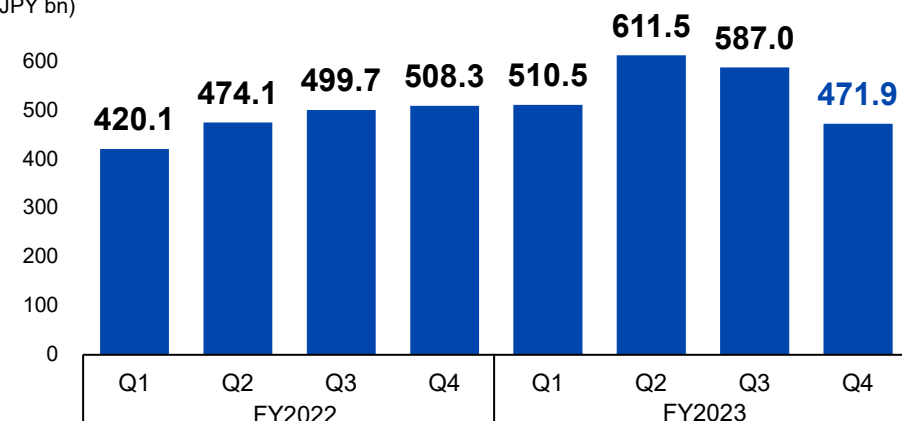
Group

Attracting Tomorrow



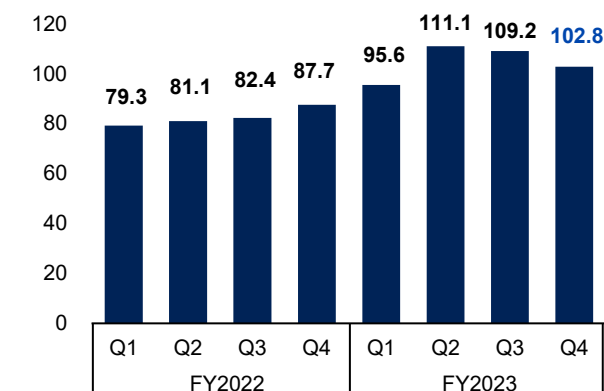
## Net sales

(JPY bn)



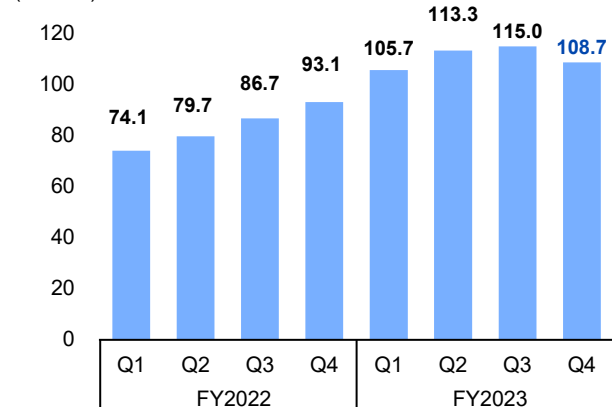
## Automotive

(JPY bn)



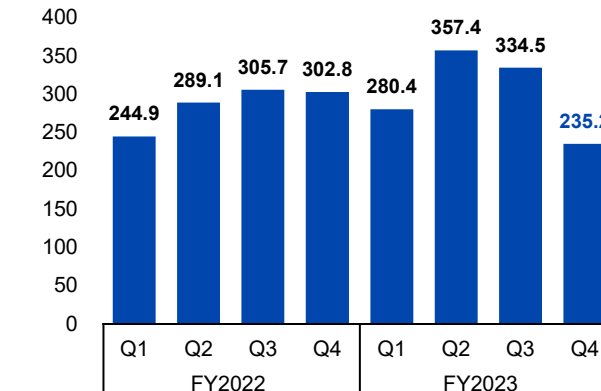
## Industrial equipment

(JPY bn)



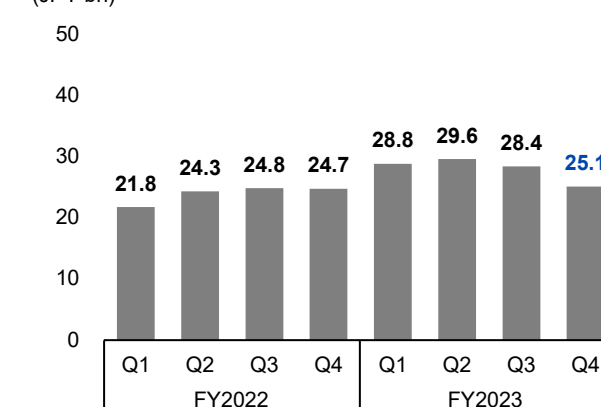
## ICT

(JPY bn)



## Others

(JPY bn)



(Note) In accordance with the redefinition of markets in 1Q of FY2023, the prior year's sales are also reclassified to conform to the new segmentation.

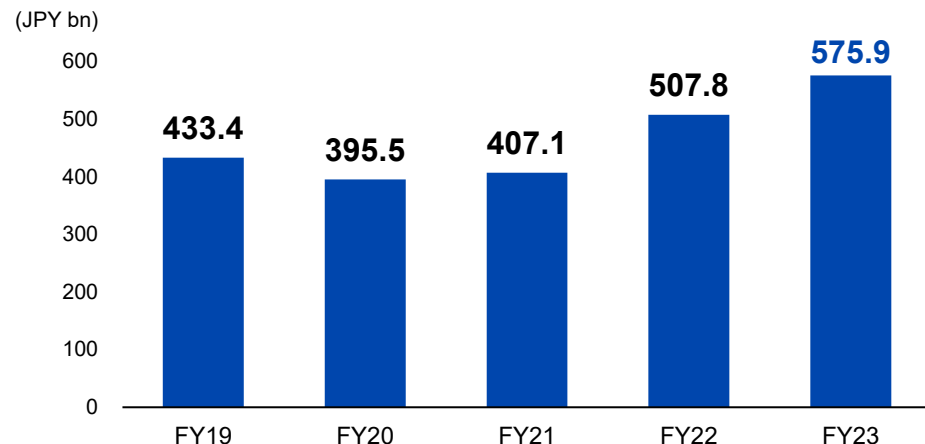
# Annual sales by market (FY2019 – FY2023)

Passive Components

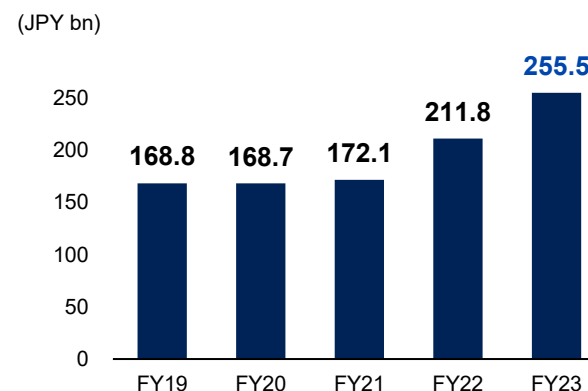
Attracting Tomorrow



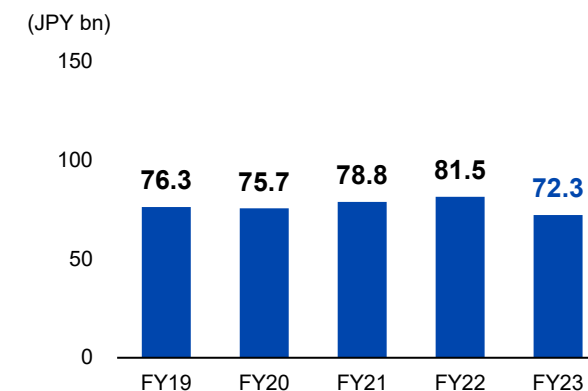
## Net sales



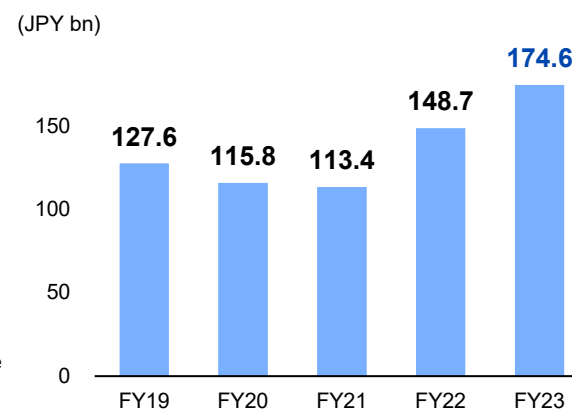
## Automotive



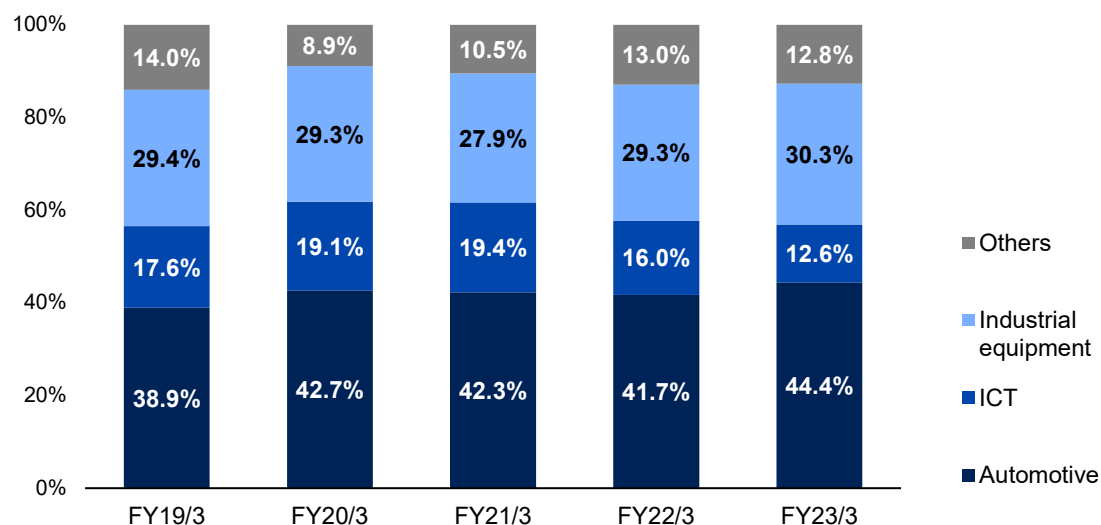
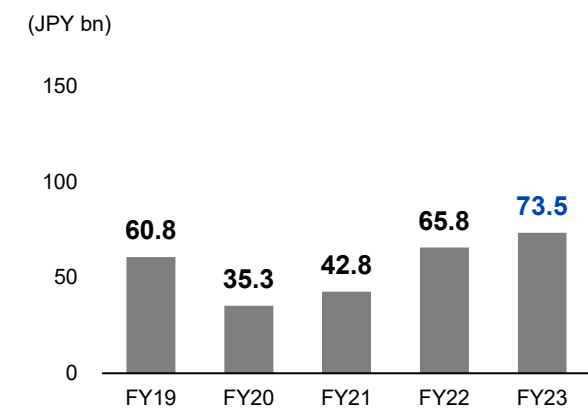
## ICT



## Industrial equipment



## Others



# Quarterly sales by market (FY2022 – FY2023)

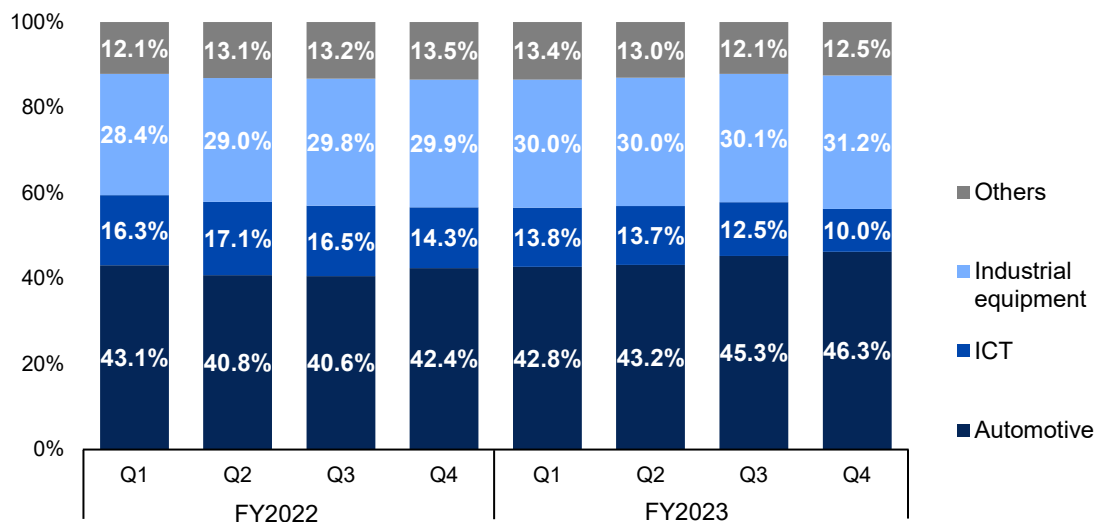
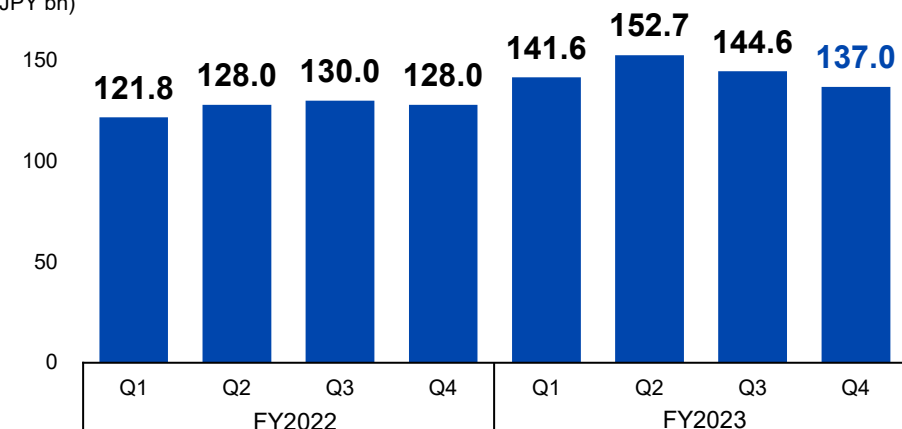
Passive Components

Attracting Tomorrow



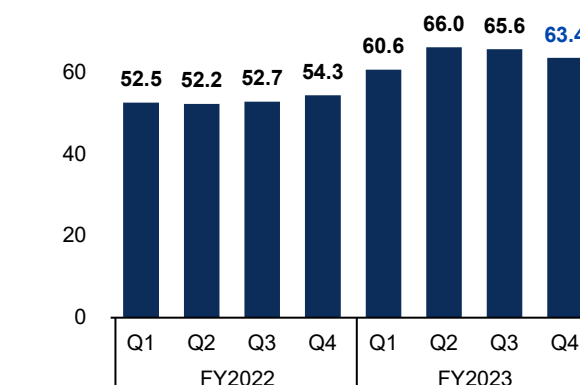
## Net sales

(JPY bn)



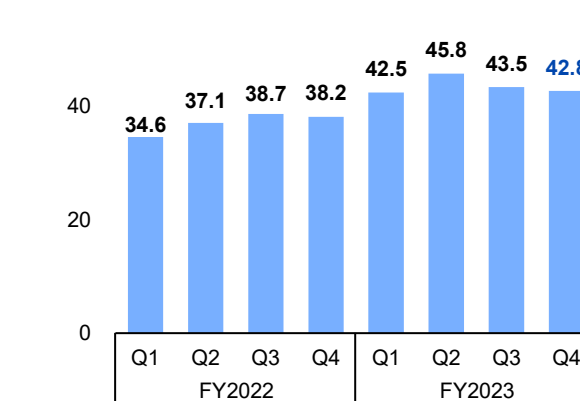
## Automotive

(JPY bn)



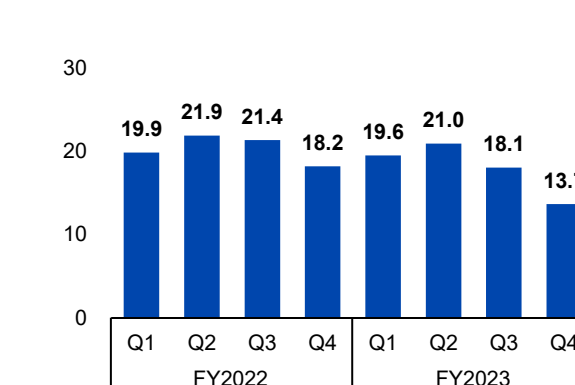
## Industrial equipment

(JPY bn)



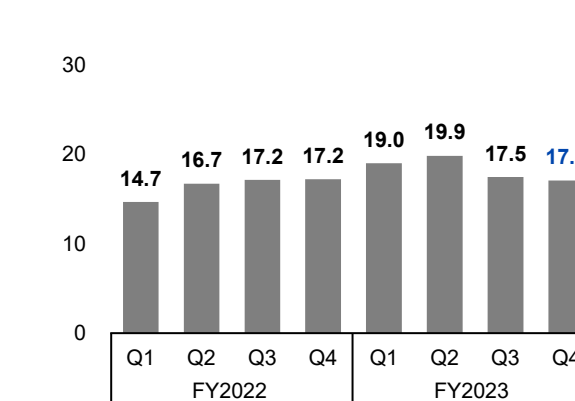
## ICT

(JPY bn)



## Others

(JPY bn)



(Note) In accordance with the redefinition of markets in 1Q of FY2023, the prior year's sales are also reclassified to conform to the new segmentation.



# Annual sales by market (FY2019 – FY2023)

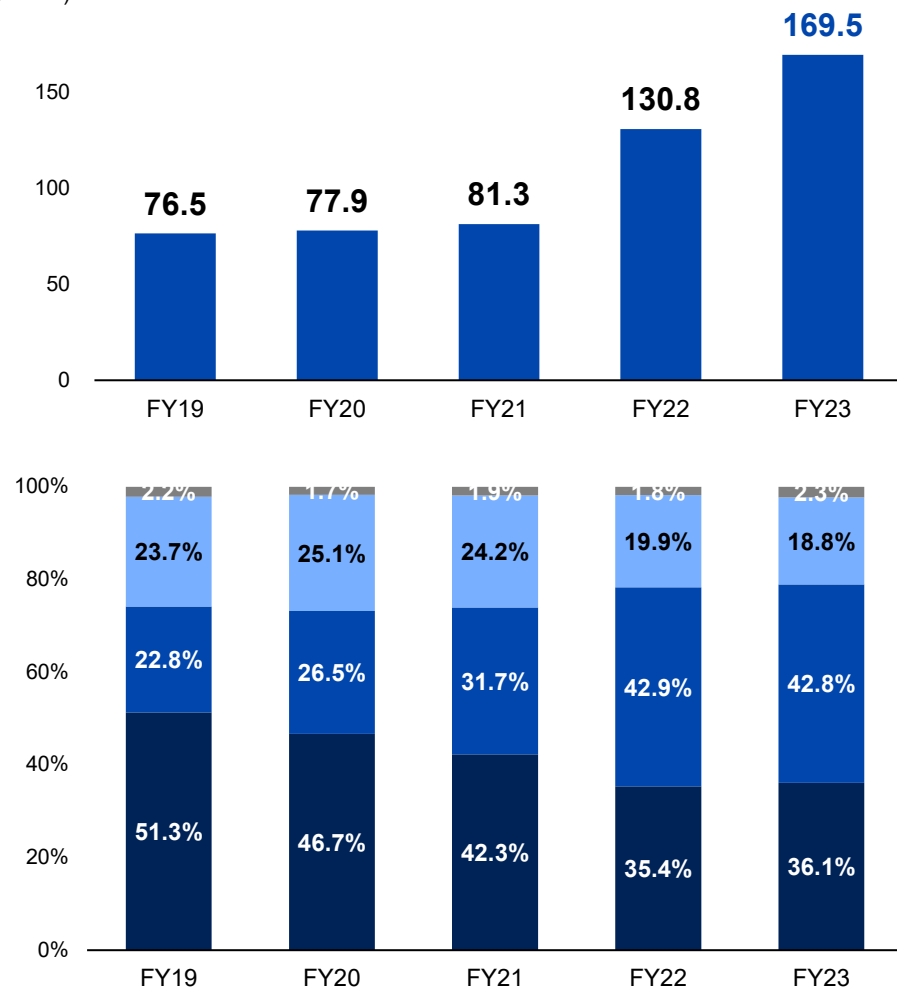
Sensor Application Products

Attracting Tomorrow



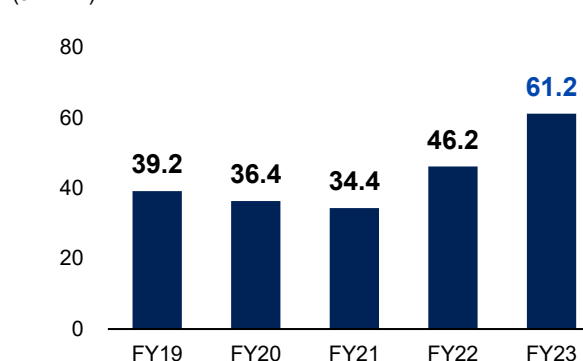
## Net sales

(JPY bn)



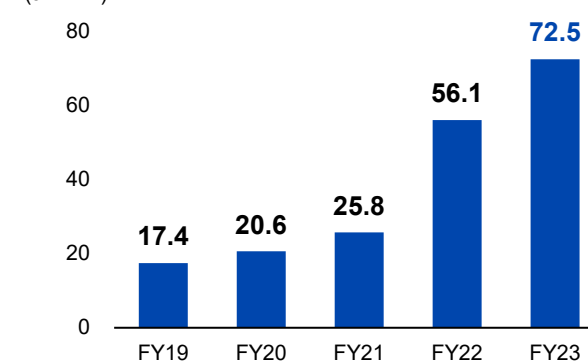
## Automotive

(JPY bn)



## ICT

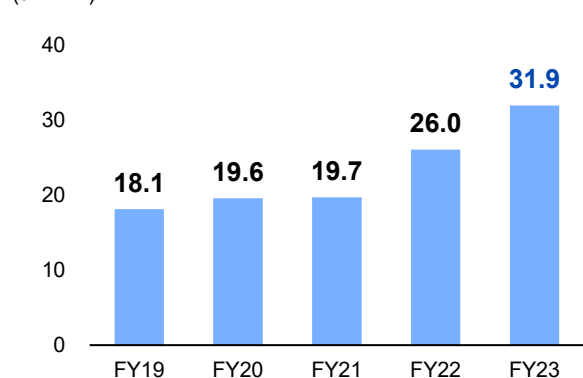
(JPY bn)



## Industrial equipment

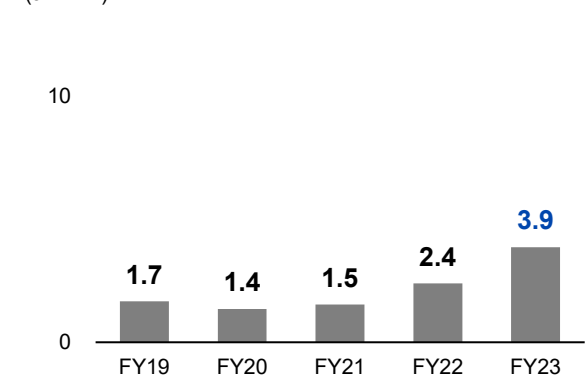
(JPY bn)

Others  
Industrial equipment  
ICT  
Automotive



## Others

(JPY bn)



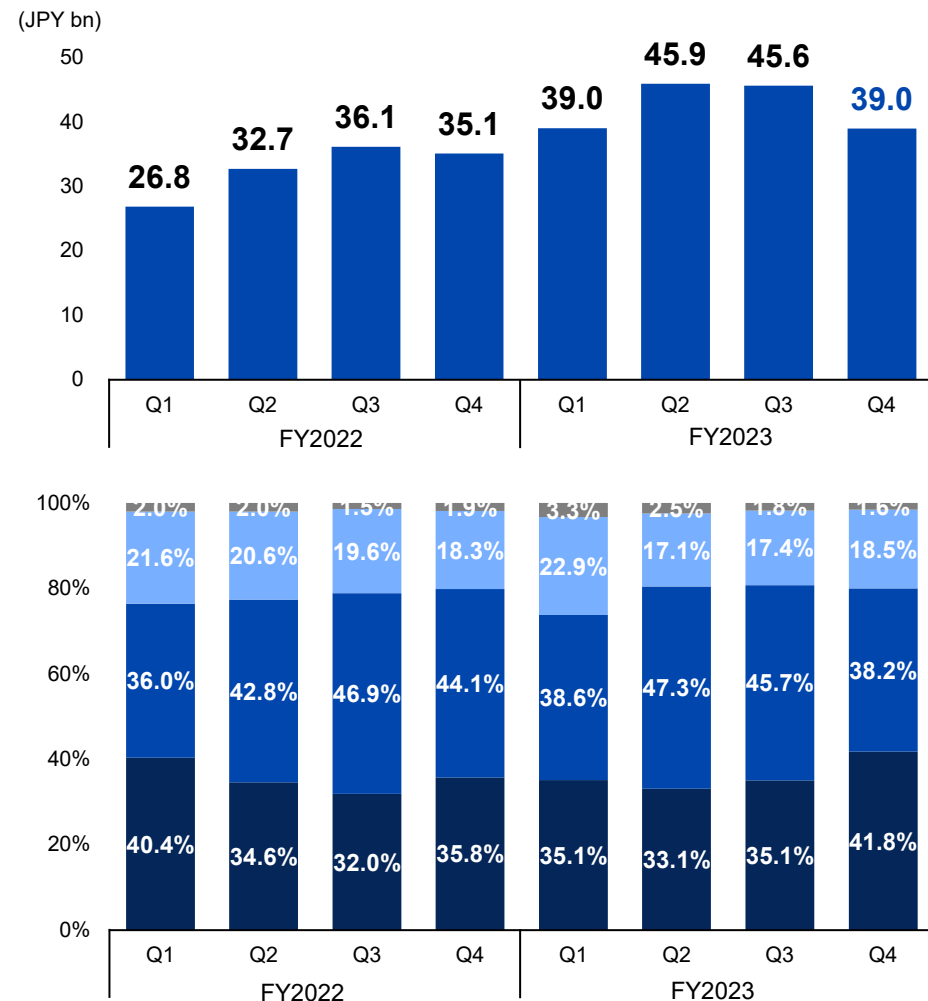
# Quarterly sales by market (FY2022 – FY2023)

Sensor Application Products

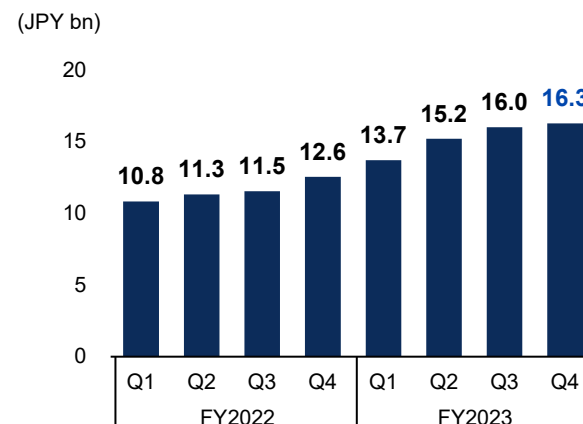
Attracting Tomorrow



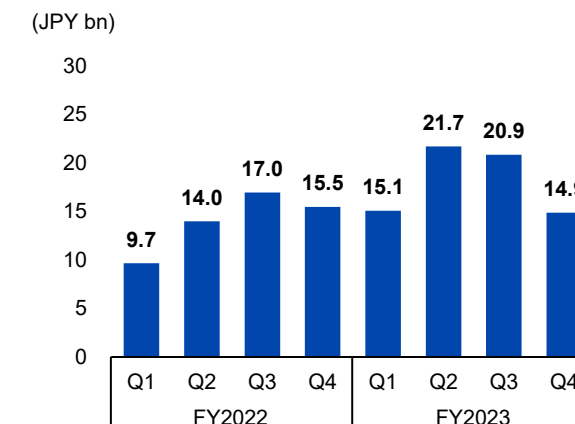
## Net sales



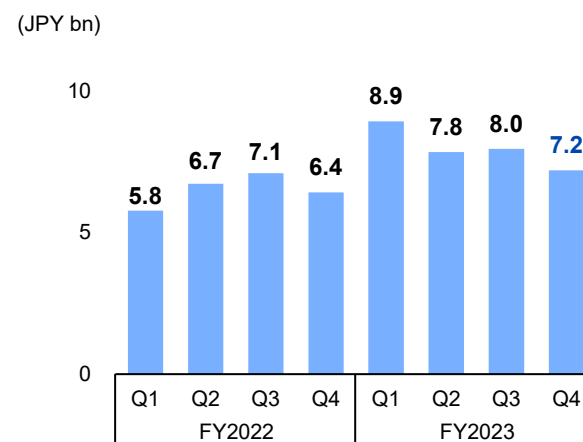
## Automotive



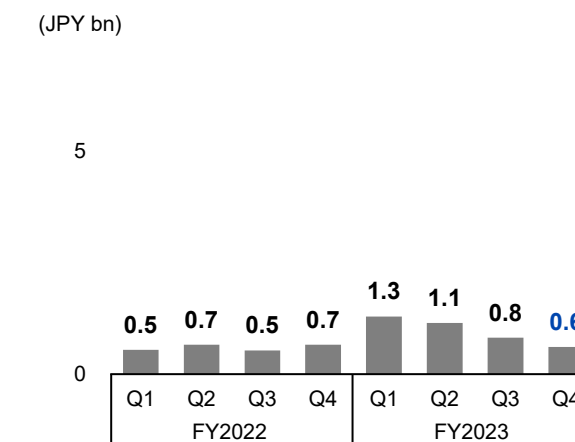
## ICT



## Industrial equipment



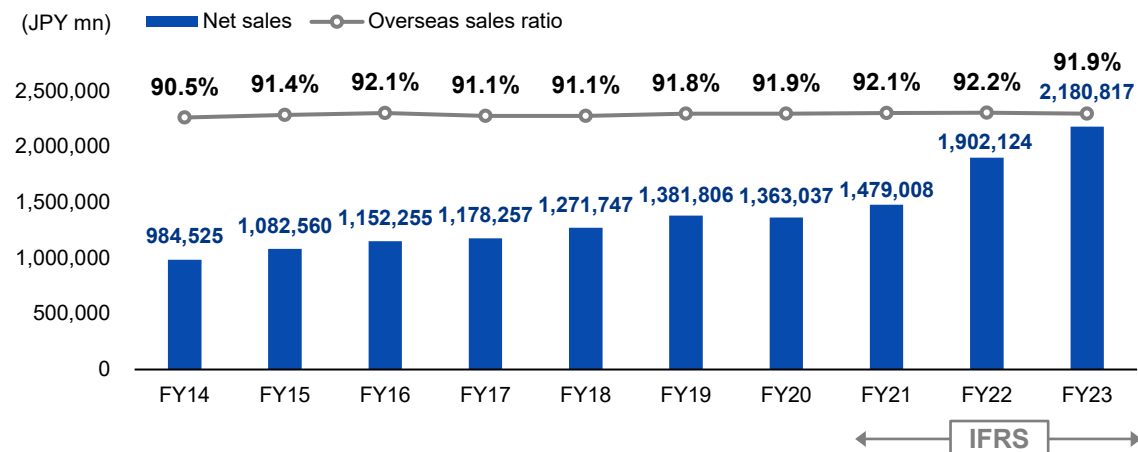
## Others



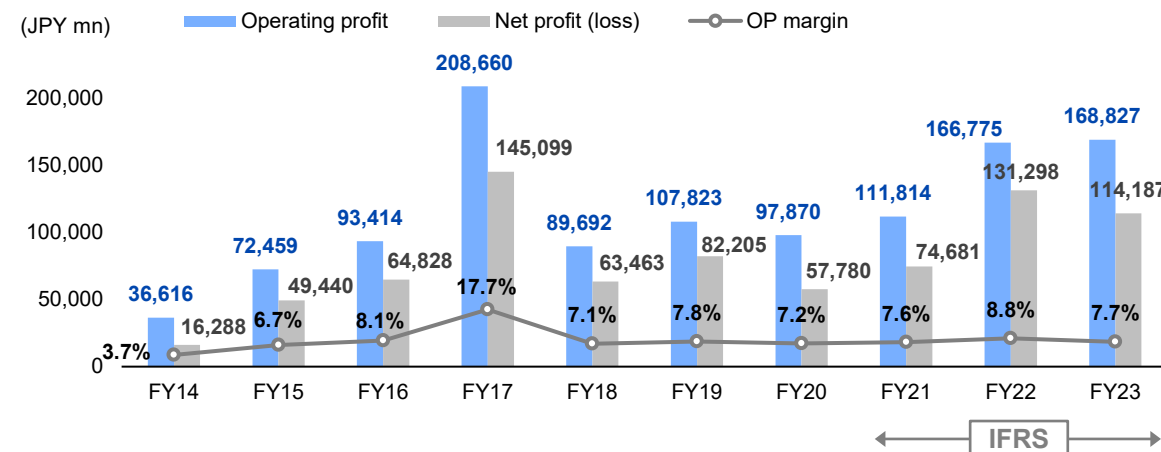
(Note) In accordance with the redefinition of markets in 1Q of FY2023, the prior year's sales are also reclassified to conform to the new segmentation.

# Financial information: 10-year historical trend

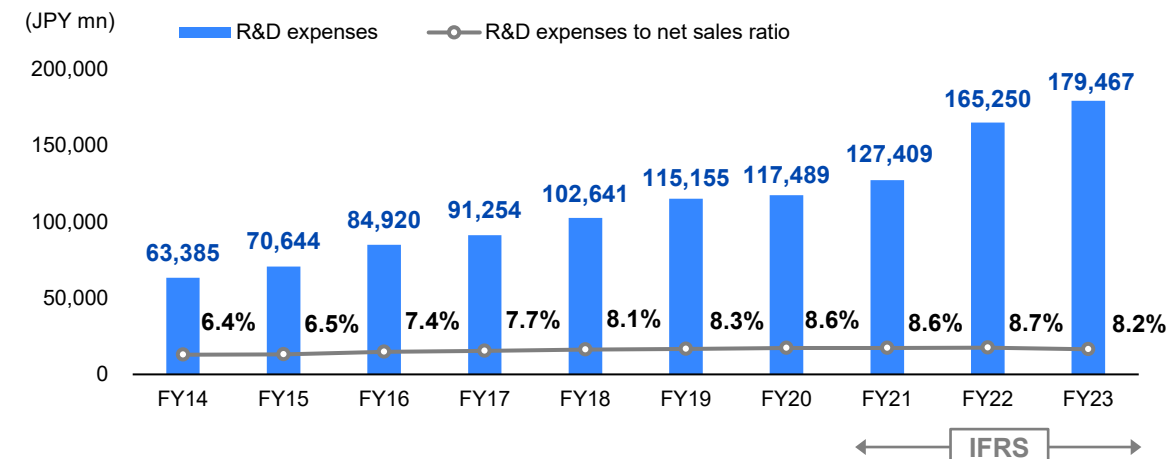
## Net sales, Overseas sales ratio



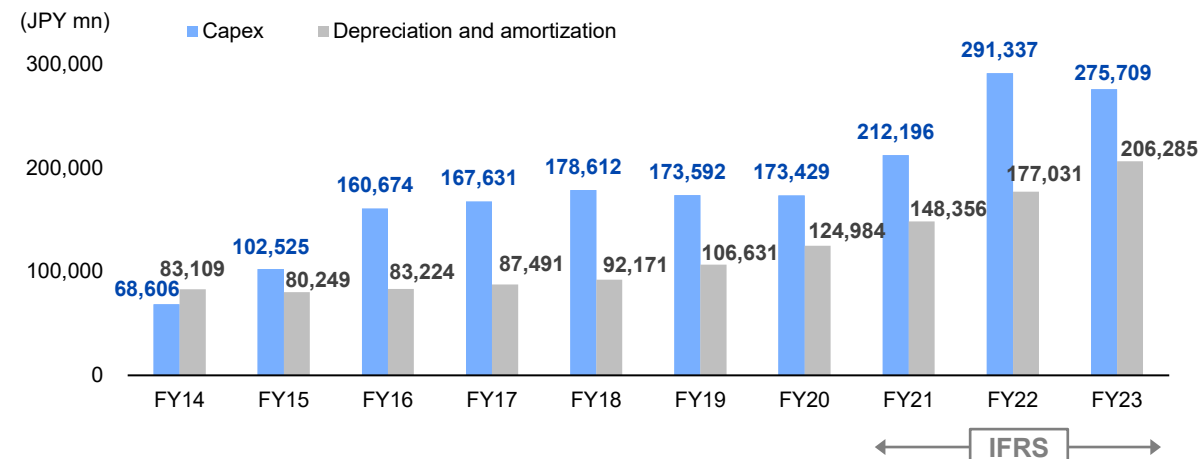
## Operating profit, Net profit, OP margin



## R&D expenses, R&D expenses to net sales ratio

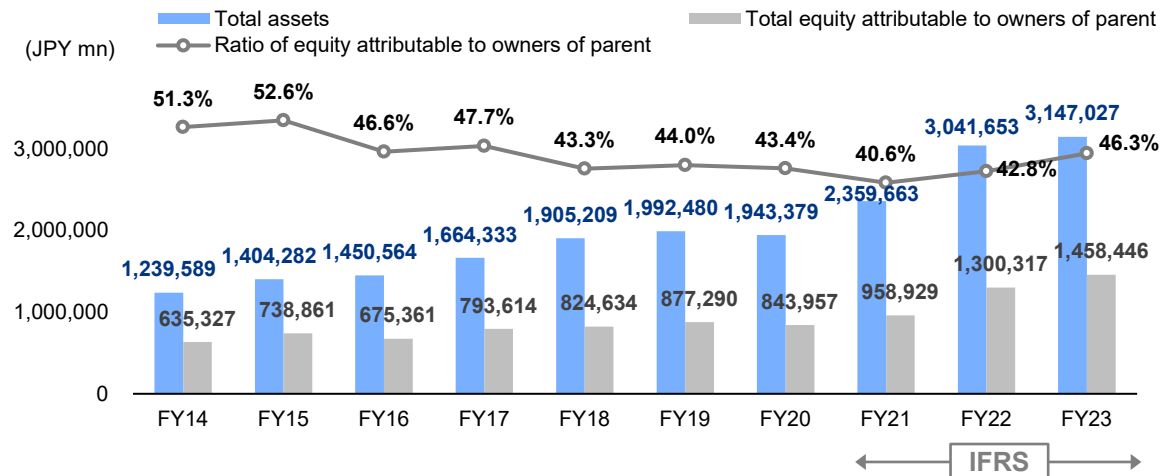


## Capex, Depreciation and amortization

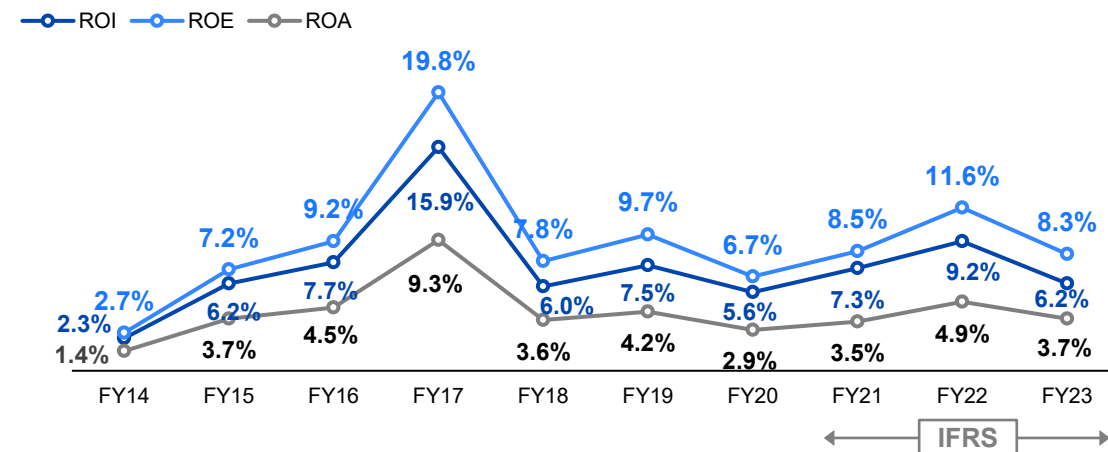


# Financial information: 10-year historical trend

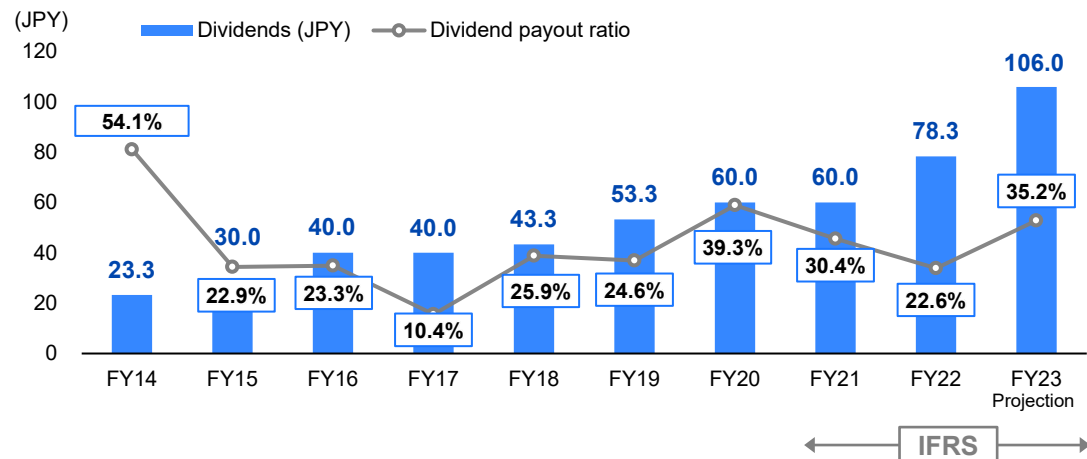
## Total assets, Total equity attributable to owners of parent, Ratio of equity attributable to owners of parent



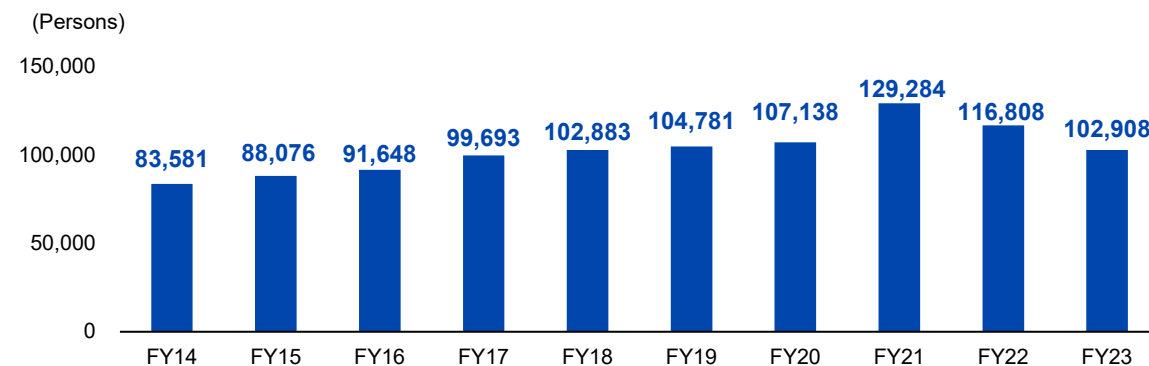
## ROI, ROE, ROA



## Dividends, Dividend payout ratio



## Number of employees



# Cautionary statements with respect to forward-looking statements

This material contains forward-looking statements, including projections, plans, policies, management strategies, targets, schedules, understandings, and evaluations about TDK, or its group companies (TDK Group). These forward-looking statements are based on the current forecasts, estimates, assumptions, plans, beliefs, and evaluations of the TDK Group in light of the information currently available to it, and contain known and unknown risks, uncertainties, and other factors. The TDK Group therefore wishes to caution readers that, being subject to risks, uncertainties, and other factors, the TDK Group's actual results, performance, achievements, or financial position could be materially different from any future results, performance, achievements, or financial position expressed or implied by these forward-looking statements, and the TDK Group undertakes no obligation to publicly update or revise any forward-looking statements after the issue of this material except as provided for in laws and ordinances.

The electronics markets in which the TDK Group operates are highly susceptible to rapid changes, risks, uncertainties, and other factors that can have significant effects on the TDK Group including, but not limited to, shifts in technology, fluctuations in demand, prices, interest and foreign exchange rates, and changes in economic environments, conditions of competition, laws and regulations. Also, since the purpose of these materials is only to give readers a general outline of business performance, many numerical values are shown in units of a billion JPY. Because original values, which are managed in units of a million JPY, are rounded off, the totals, differences, etc. shown in these materials may appear inaccurate. If detailed figures are necessary, please refer to our financial statements and supplementary materials.



Text data including Q&A of performance briefing will be uploaded on following site.  
[https://www.tdk.com/en/ir/ir\\_events/conference/2023/4q\\_1.html](https://www.tdk.com/en/ir/ir_events/conference/2023/4q_1.html)