

**Fiscal Year March 2025**

**Full Year  
Performance Briefing**

**Attracting Tomorrow**



**TDK Corporation**

IR&SR Group

April 28, 2025

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# Key points for Today

- FY March 2025 resulted in record high net sales and all kinds of profits. For shareholder returns, we conducted an upward revision from initial plans to increase dividends.
- In FY March 2026, given the heightened uncertainties such as additional tariffs by the United States, we are adopting a management approach that is conscious of “Control the Controllable”. Even in our risk scenario, we maintain dividends of ¥30 per share.
- We are steadily advancing our current Medium-term Plan. In order to enhance business portfolio management (emphasizing ROIC), as defensive approach we are reviewing and refining the businesses to be intensively monitored, and as offensive approach we are investing in technologies and products related to the growing field of the AI ecosystem.
- We are intensifying our engagement with investors and analysts. On September 1, 2025, we plan to host an Investor Day focused on strengthening pre-financial capital, including technological capabilities and human capital. We will focus more on investor dialogue and investor relations.

# **FY March 2025 Results Highlights**

**Tetsuji Yamanishi**

**Senior Executive Vice President & CFO**

# FY March 2025 key points

- Net sales and operating profit reached a record high for the fiscal year, as strong demand from the ICT and the HDD markets continued.

Net sales (¥ bn)
2,204.8
〔 Up 4.8% YoY 〕

Operating profit (¥ bn)
224.2
〔 Up 29.7% YoY 〕

- Sales of small capacity batteries, HDD-related components and sensors to the ICT market increased.
- Because of a continued recovery in demand from the HDD market, sales of HDD heads and HDD suspension assemblies were significantly higher than the previous year.
- Sales of passive components and sensors to the automotive market decreased due to a slowdown in sales of battery electric vehicles (BEVs).
- Sales of power supplies for industrial equipment and sensors to the industrial equipment market decreased.

# FY March 2025 results

- Net sales and operating profit increased year on year.
- One-time expenses: ¥20.2 bn

	(¥ bn)	FY3/24	FY3/25	Change	
				¥ bn	%
Net sales		2,103.9	<b>2,204.8</b>	+100.9	+4.8%
Operating profit		172.9	<b>224.2</b>	+51.3	+29.7%
Operating profit margin		8.2%	<b>10.2%</b>	+2.0pts	-
Profit before tax		179.2	<b>237.8</b>	+58.6	+32.7%
Net profit attributable to owners of parent		124.7	<b>167.2</b>	+42.5	+34.1%
ROIC		5.3%	<b>6.7%</b>	+1.4pts	-
Free cash flow (FCF)		230.4	<b>201.0</b>	(29.4)	(12.8)%
Earnings per share (¥) *		65.74	<b>88.10</b>	-	-
USD to JPY		144.48	<b>152.66</b>	5.7% Yen depreciation	
EURO to JPY		156.69	<b>163.86</b>	4.6% Yen depreciation	

\*TDK split one share of its common share into five shares with the effective date of October 1, 2024. Earnings per share is calculated on the assumption that the share split had been implemented at the beginning of the previous fiscal year.

## Exchange rate impact on net sales and operating profit (OP)

Net sales Approx. +95.7

OP Approx. +19.7

## Forex sensitivity (impact by one yen change)

### USD (¥ bn)

Net sales 11.0

OP 2.0

### EURO (¥ bn)

Net sales 2.0

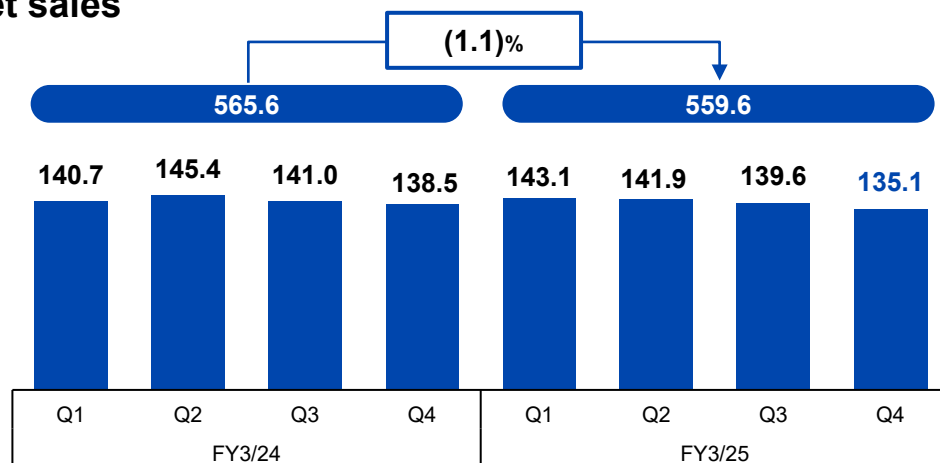
OP 0.3

# Passive Components segment – Full year

- Profit decreased due to a decline in sales to the automotive and the industrial equipment markets.

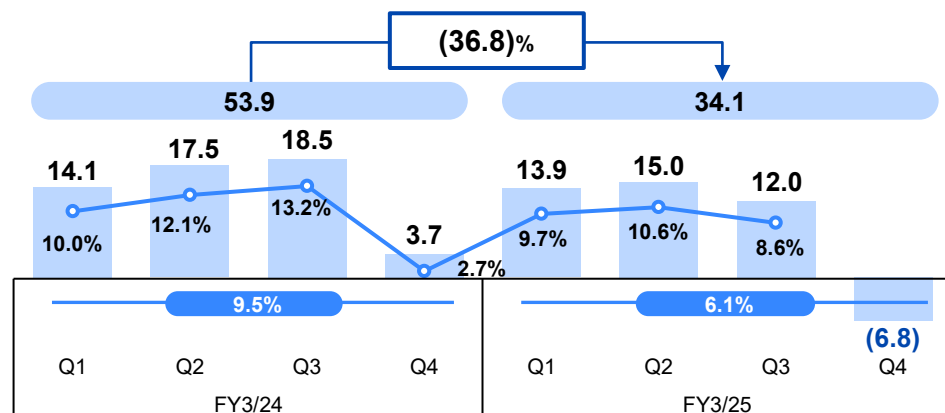
## Net sales

(¥ bn)



## Operating profit, OP margin

(¥ bn)



### Ceramic capacitors

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

### Aluminum electrolytic capacitors and film capacitors

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

### Inductive devices

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

### High-frequency components

- Sales and profit decreased year on year.
- Sales increased mainly to the automotive market while decreased to the ICT market.

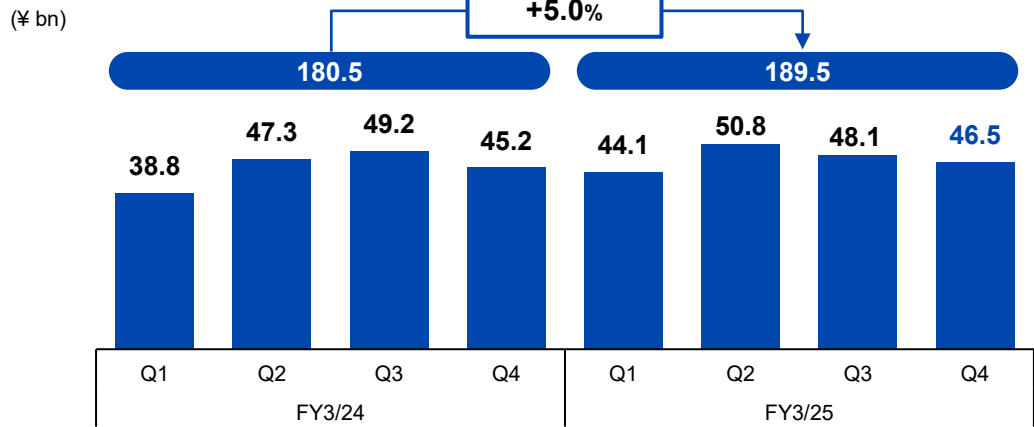
### Piezoelectric material products and circuit protection components

- Sales and profit decreased year on year.
- Sales decreased to the ICT and the automotive markets.

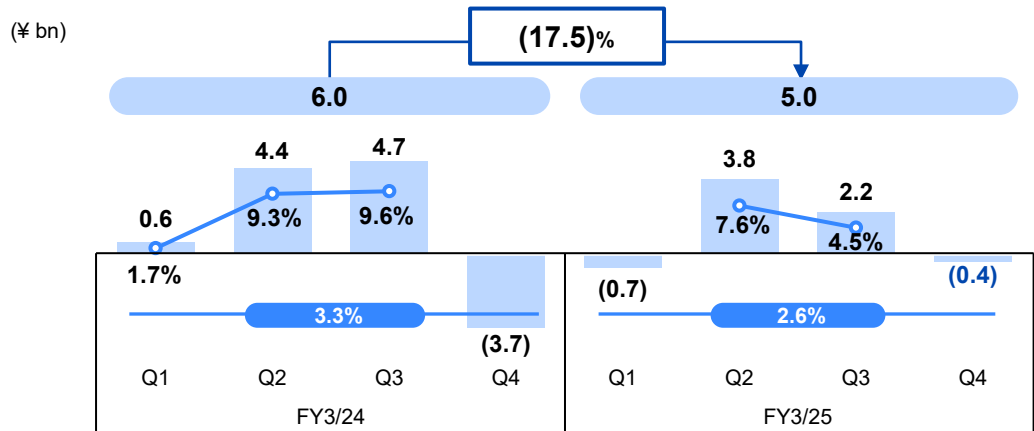
# Sensor Application Products segment – Full year

- While sales to the ICT market increased, profit decreased due to a decline in sales to the industrial equipment and the automotive markets.

## Net sales



## Operating profit, OP margin



Temperature and pressure sensors	<ul style="list-style-type: none"><li>Profit decreased year on year.</li><li>Sales increased to the industrial equipment market while a slowdown in sales to the automotive market.</li></ul>
Magnetic sensors	<ul style="list-style-type: none"><li>Sales increased while profit decreased year on year.</li><li>Sales of TMR sensors to the ICT market and Hall sensors to the automotive market expanded.</li></ul>
MEMS sensors	<ul style="list-style-type: none"><li>Sales decreased year on year.</li><li>A decline in sales of motion sensors to the industrial equipment and the automotive markets despite an increase of sales of microphones to the ICT market.</li></ul>

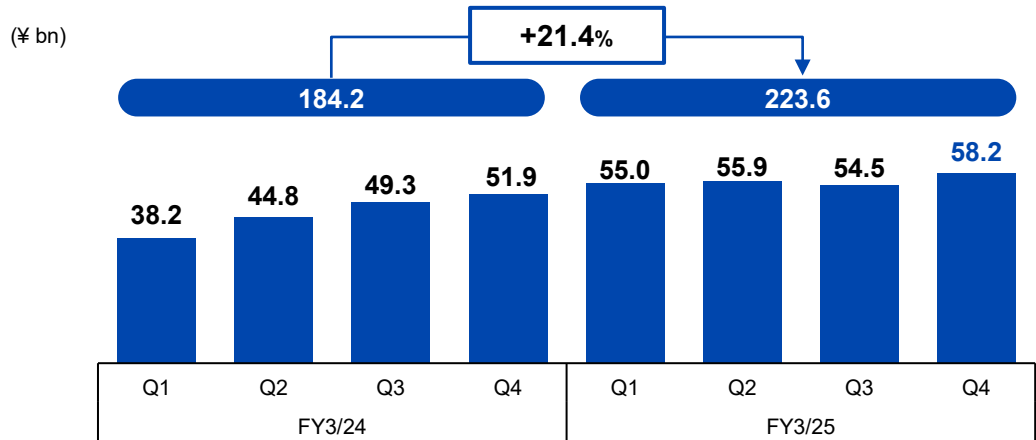


Magnetic Application Products segment – Full year

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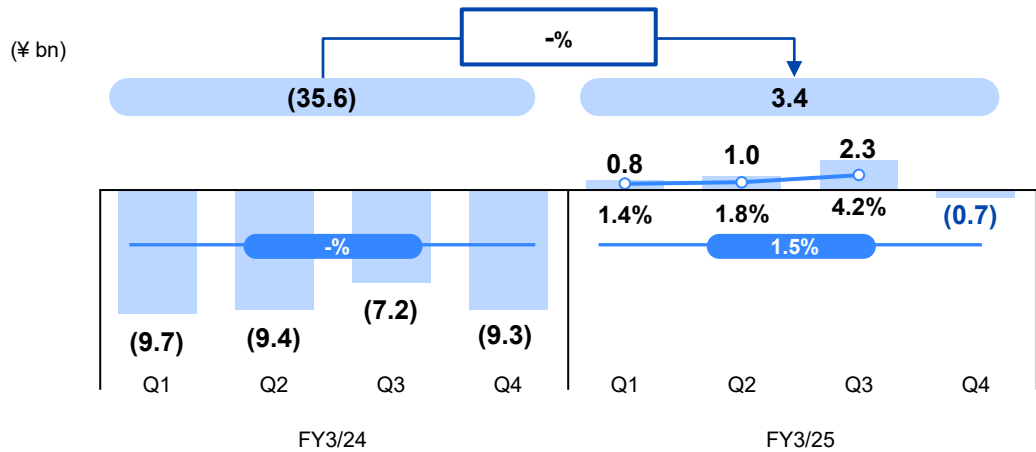
- Sales of HDD-related components increased significantly due to a recovery in demand from the HDD market, returning to profitability contributed by the benefits from restructuring.

Net sales



HDD heads and HDD suspension assemblies	<ul style="list-style-type: none"> <li>Sales increased year on year significantly, returning to profitability.</li> </ul>
Magnets	<ul style="list-style-type: none"> <li>Sales and profit decreased year on year.</li> <li>Sales to the xEV market decreased year on year.</li> </ul>

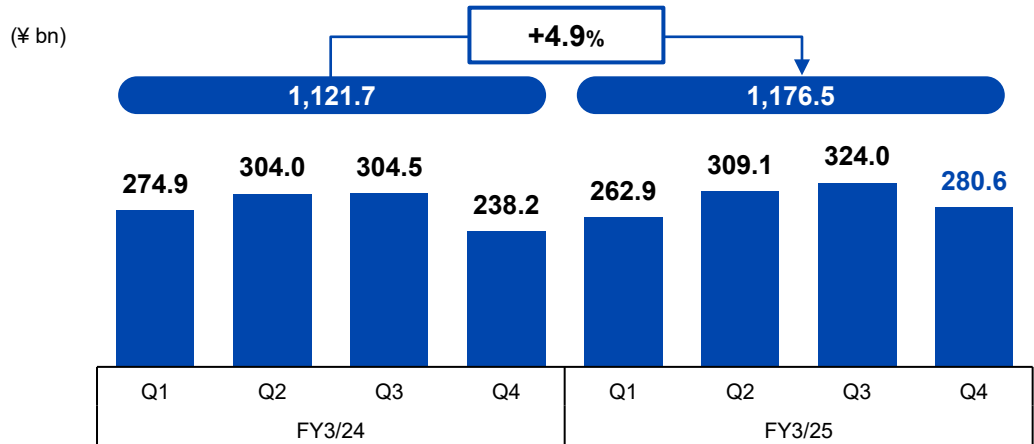
Operating profit, OP margin



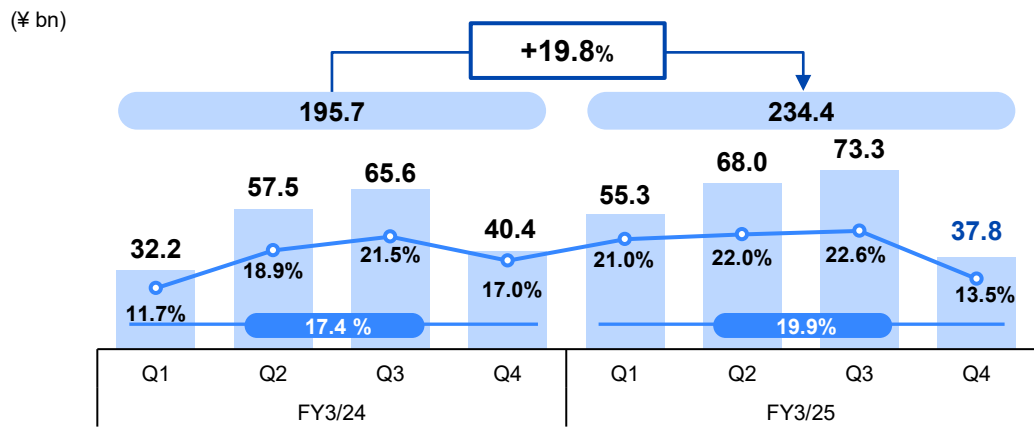
# Energy Application Products segment – Full year

- Small capacity batteries posted an increase in sales volume and a significant increase in profit due to a recovery in demand from the ICT market.

## Net sales



## Operating profit, OP margin



Energy devices  
(Rechargeable  
batteries)

- Profit of small capacity batteries increased year on year due to a rise in sales volume in tandem with the launch of new models.
- Sales of medium capacity batteries decreased to the industrial equipment market.

Power supplies

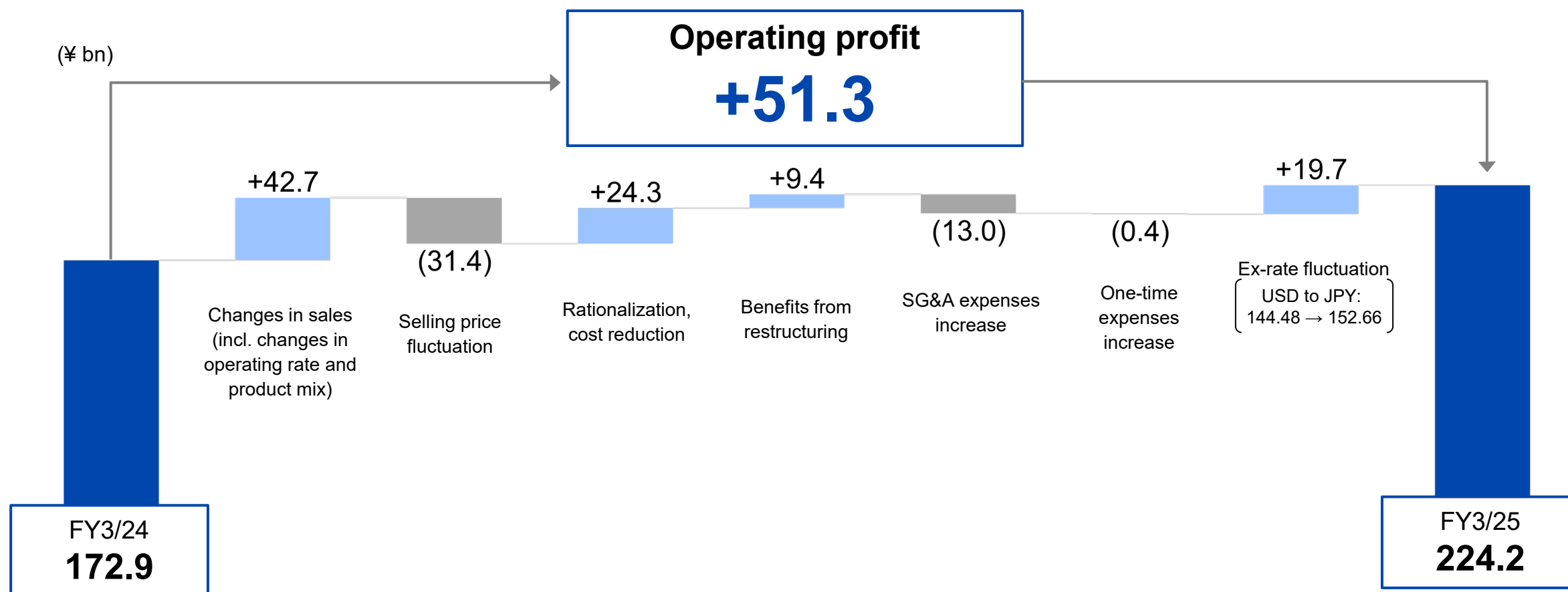
- Sales and profit of power supplies for industrial equipment decreased year on year.
- Sales of power supplies for EV decreased year on year.

# Quarterly results by segment

		FY3/24	FY3/25	FY3/25	YoY [C] – [A]		QoQ [C] – [B]	
(¥ bn)		Q4 [A]	Q3 [B]	Q4 [C]	¥ bn	%	¥ bn	%
Net sales	Capacitors	60.5	57.5	57.2	(3.3)	(5.4)%	(0.3)	(0.5)%
	Inductive Devices	48.3	51.8	49.0	+0.7	+1.4%	(2.9)	(5.5)%
	Other Passive Components	29.7	30.3	28.9	(0.9)	(2.9)%	(1.4)	(4.6)%
	Passive Components	138.5	139.6	135.1	(3.5)	(2.5)%	(4.6)	(3.3)%
	Sensor Application Products	45.2	48.1	46.5	+1.3	+2.9%	(1.6)	(3.3)%
	Magnetic Application Products	51.9	54.5	58.2	+6.4	+12.3%	+3.8	+7.0%
	Energy Application Products	238.2	324.0	280.6	+42.4	+17.8%	(43.4)	(13.4)%
	Other	11.1	14.9	13.9	+2.8	+24.7%	(1.0)	(6.8)%
	Total	484.9	581.0	534.3	+49.3	+10.2%	(46.8)	(8.1)%
Operating profit	Passive Components	3.7	12.0	(6.8)	(10.5)	-	(18.8)	-
	Sensor Application Products	(3.7)	2.2	(0.4)	+3.3	-	(2.5)	-
	Magnetic Application Products	(9.3)	2.3	(0.7)	+8.7	-	(2.9)	-
	Energy Application Products	40.4	73.3	37.8	(2.6)	(6.5)%	(35.6)	(48.5)%
	Other	(1.7)	(0.9)	(2.3)	(0.6)	-	(1.4)	-
	Subtotal	29.3	88.9	27.6	(1.7)	(5.7)%	(61.3)	(68.9)%
	Adjustment	(12.2)	(13.1)	(12.5)	(0.4)	-	+0.6	-
	Total	17.1	75.8	15.1	(2.0)	(11.9)%	(60.7)	(80.1)%
Operating profit margin		3.5%	13.0%	2.8%	(0.7)pts	-	(10.2)pts	-
USD to JPY		148.31	152.29	152.82				
EURO to JPY		161.16	162.64	160.69				

Note: In accordance with the reorganization for the three months ended June 30, 2024, certain products of Other Passive Components are reclassified into Inductive Devices. Thus, the prior year's figures are also reclassified to conform to the new segmentation.

# Analysis of change in operating profit – Full Year

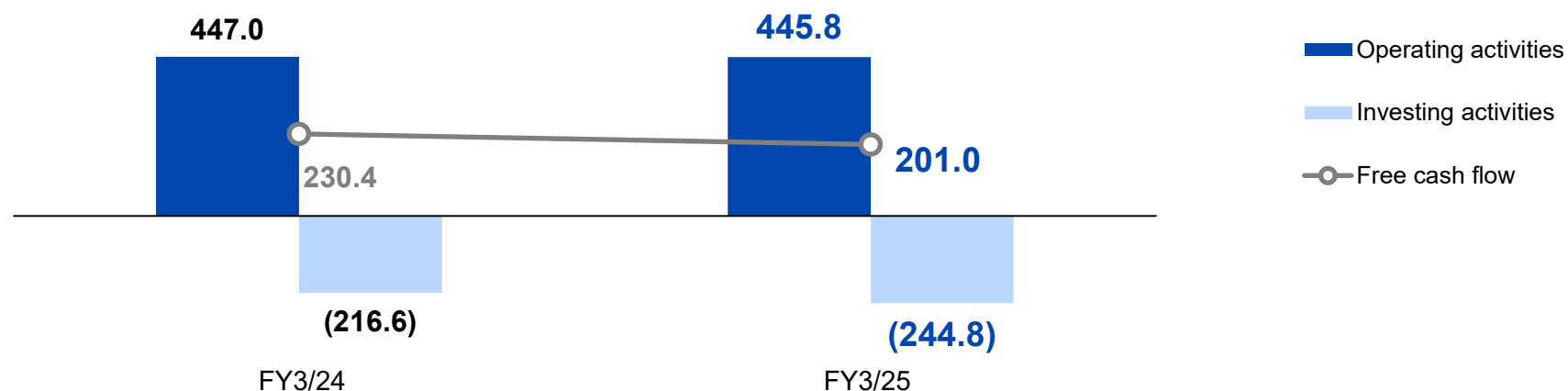


# Cash flows – Full Year

	FY3/24	FY3/25	Change
(¥ bn)			
Cash flows from operating activities	447.0	<b>445.8</b>	(1.2)
Cash flows from investing activities	(216.6)	<b>(244.8)</b>	(28.3)
Free cash flow	230.4	<b>201.0</b>	(29.4)
Cash flows from financing activities	(146.4)	<b>(143.3)</b>	+3.0
Effects of ex-rate changes	59.8	<b>(10.4)</b>	(70.1)
Cash and cash equivalents	650.0	<b>697.3</b>	+47.3

## Cash flows from operating activities, investing activities, free cash flow

(¥ bn)



# FY March 2026 Projections

# Assumptions for performance forecast

## - key market predictions

- Growth in each market will depend on the impact of additional tariffs while the xEV market is expected to expand.

(Production volume: Unit mn)	FY3/25 Actual	Base scenario		Risk scenario	
		FY3/26 Forecast (as of March)	% of YoY	FY3/26 Forecast (as of April 28)	% of YoY
Automobile*	89.8	<b>90.8</b>	1%	<b>87.1</b>	-3%
xEV	25.0	<b>31.7</b>	+27%	<b>30.4</b>	+22%
HEV	7.2	<b>8.4</b>	+17%	<b>8.1</b>	+12%
PHEV	6.9	<b>8.2</b>	+19%	<b>7.9</b>	+14%
BEV	11.1	<b>15.0</b>	+35%	<b>14.4</b>	+30%
Smartphone	1,191	<b>1,200</b>	+1%	<b>1,164</b>	-2%
5G Smartphone	746	<b>783</b>	+5%	<b>760</b>	+2%
HDD	123	<b>124</b>	+1%	<b>118</b>	-4%
Nearline	61	<b>62</b>	+2%	<b>59</b>	-3%
Notebook PC	185	<b>187</b>	+1%	<b>181</b>	-2%
Tablet	144	<b>137</b>	-5%	<b>133</b>	-8%

\*:The number of Automobile includes commercial vehicles.

# FY March 2026 projections

- We used a base scenario and risk scenario to formulate performance forecasts as additional tariffs enacted since the start of the new US administration have made economic environment projections difficult.

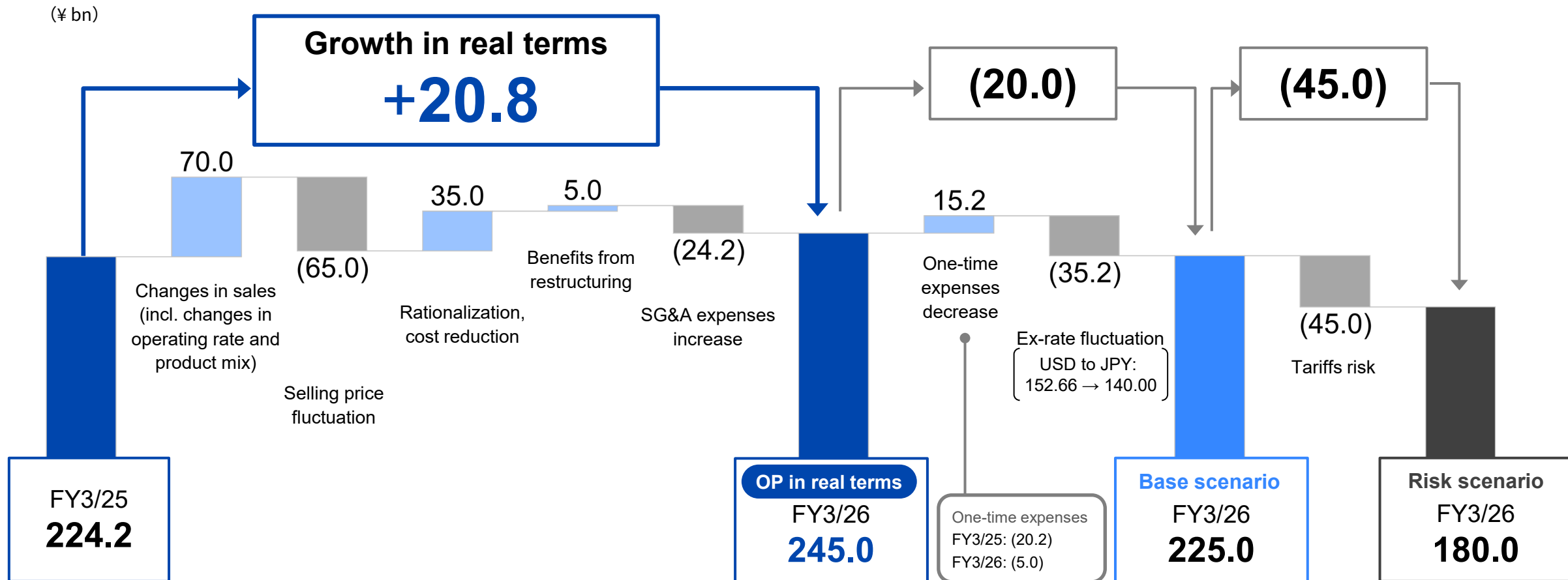
	FY3/25 Actual	Base scenario			Risk scenario		
		FY3/26 projections	YoY Change		FY3/26 Projections	YoY Change	
			¥ bn	%		¥ bn	%
(¥ bn)							
Net sales	2,204.8	<b>2,200.0</b>	(4.8)	(0.2)%	<b>2,120.0</b>	(84.8)	(3.8)%
Operating profit	224.2	<b>225.0</b>	+0.8	+0.4%	<b>180.0</b>	(44.2)	(19.7)%
Operating profit margin	10.2%	<b>10.2%</b>	±0pts	-	<b>8.5%</b>	-1.7pts	-
Profit before tax	237.8	<b>238.0</b>	+0.2	+0.1%	<b>193.0</b>	(44.8)	(18.8)%
Net profit attributable to owners of parent	167.2	<b>170.0</b>	+2.8	+1.7%	<b>135.0</b>	(32.2)	(19.2)%
ROIC	6.7%	<b>7.1%</b>	+0.4pts	-	<b>5.6%</b>	-1.1pts	-
Free cash flow	201.0	<b>70.0</b>	(131.0)	(65.2)%	<b>35.0</b>	(166.0)	(82.6)%
Earnings per share (¥)	88.10	<b>89.59</b>	-	-	<b>71.14</b>	-	-
Annual dividends (¥)	30.00	<b>30.00</b>	-	-	<b>30.00</b>	-	-
USD to JPY	152.66	<b>140.00</b>	-	-	<b>140.00</b>	-	-
EURO to JPY	163.86	<b>155.00</b>	-	-	<b>155.00</b>	-	-



# Projections by segment for FY March 2025

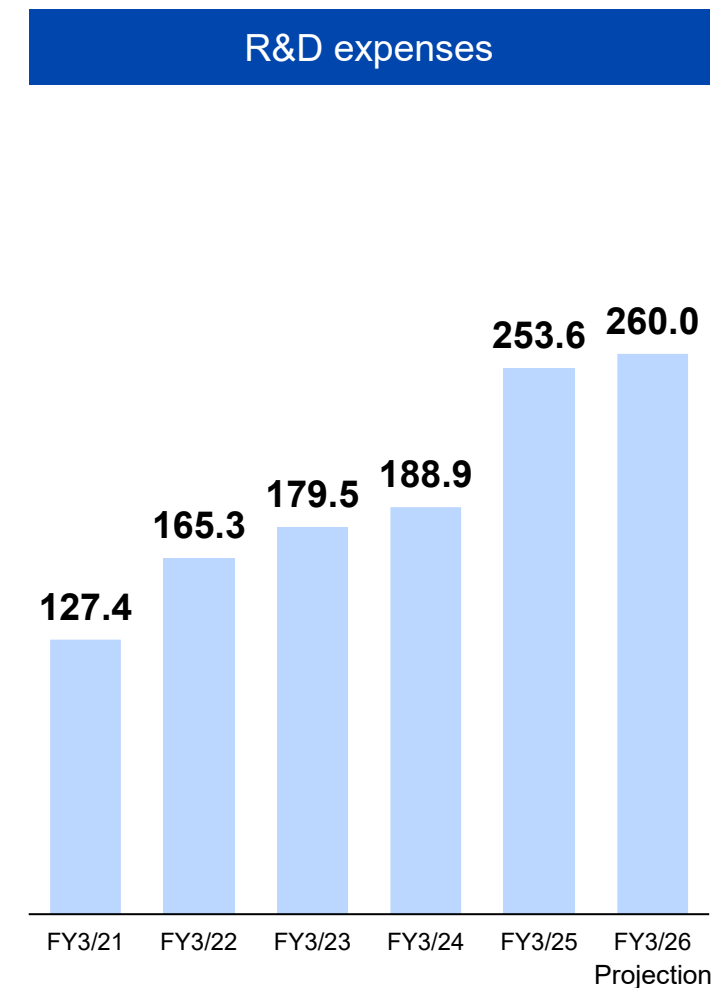
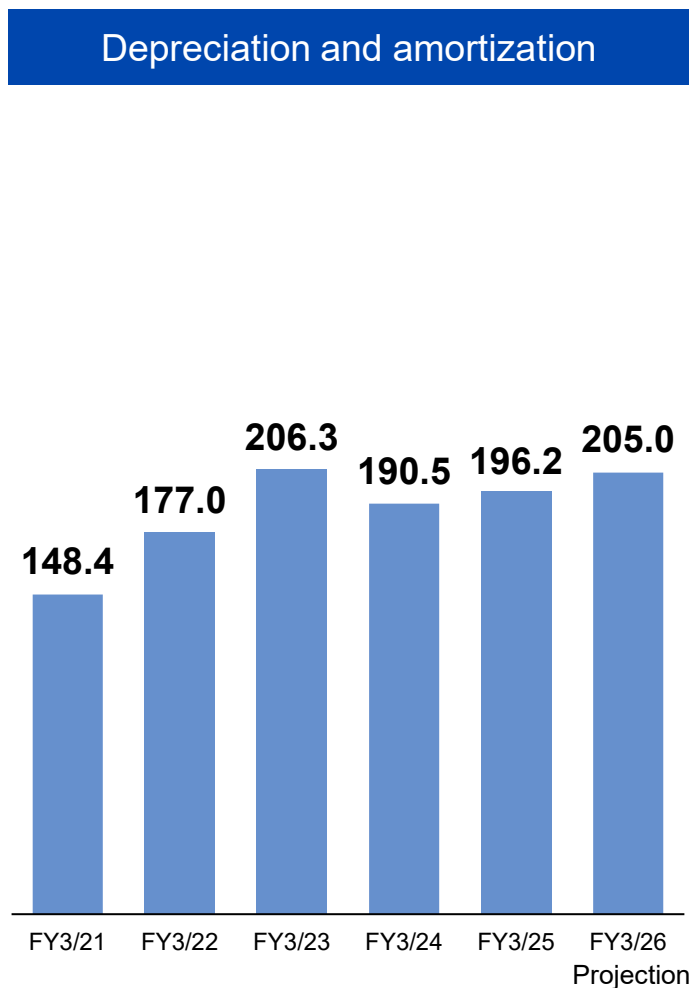
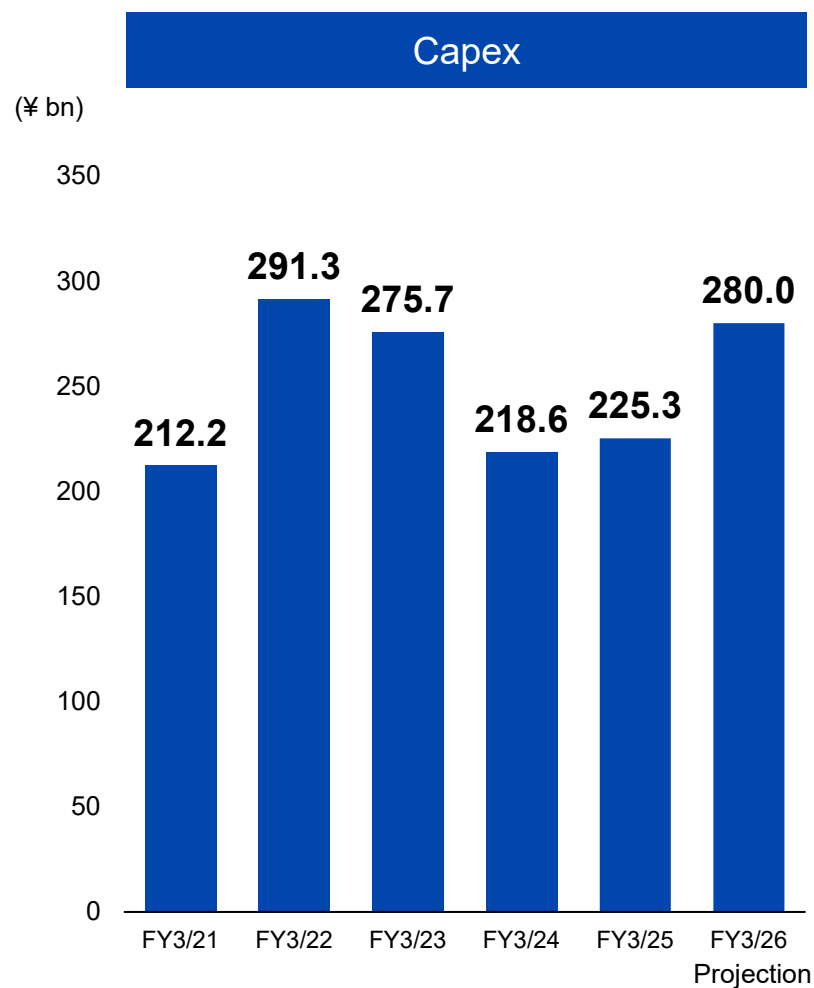
(¥ bn)	FY3/25 Actual	FY3/26 forecast (YoY)		Factor in base scenario
		Assumed exchange rates: FY3/26 basis	Assumed exchange rates: FY3/25 basis	
Passive Components	559.6	(1) ~ +2%	+4 ~ +7%	<ul style="list-style-type: none"> <li>Sales of ceramic capacitors to the automotive market are expected to increase.</li> <li>Sales of some products to the ICT and the industrial equipment markets are expected to decrease.</li> </ul>
Sensor Application Products	189.5	+4 ~ +7%	+11 ~ +14%	<ul style="list-style-type: none"> <li>Sales of MEMS sensors are expected to increase.</li> <li>Sales of temperature and pressure sensors and magnetic sensors to the automotive market are expected to increase.</li> </ul>
Magnetic Application Products	223.6	+1 ~ +4%	+9 ~ +12%	<ul style="list-style-type: none"> <li>Sales of HDD heads and HDD suspension assemblies are expected to increase.</li> </ul>
Energy Application Products	1,176.5	(5) ~ (2)%	+3 ~ +6%	<ul style="list-style-type: none"> <li>Sales of small capacity batteries to the ICT market are expected to increase.</li> </ul>
Other	55.6	-	-	
<b>Total</b>	<b>2,204.8</b>	<b>2,200.0</b>	<b>+5 ~ +8%</b>	
USD to JPY	152.66	140.00	153.00	
EURO to JPY	163.86	155.00	164.00	

# Operating profit projections for FY March 2026



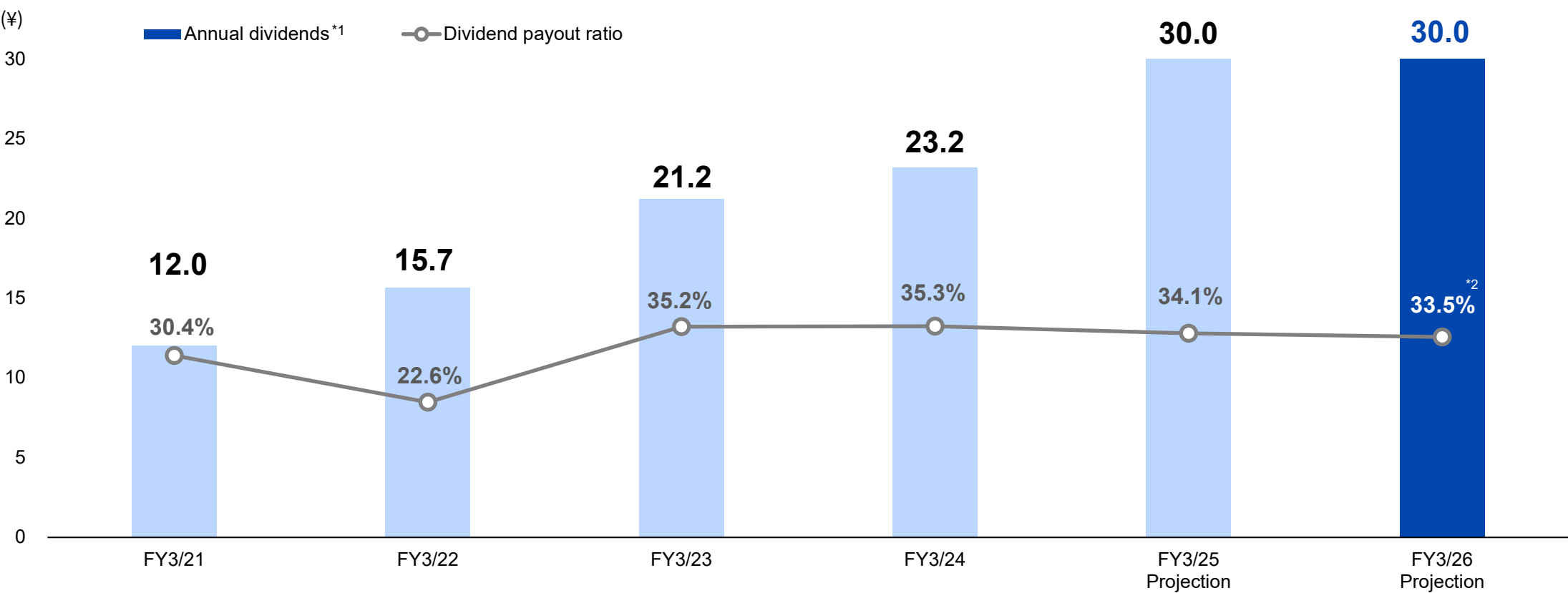
# Capex, Depreciation, and R&D expenses – Projections

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# Shareholder returns

- Dividends for FY March 2025 are expected to increase by an upward revision from initial plans.
- For FY March 2026, even in a risk scenario, we maintain dividends of ¥30 per share.



\*1. Figures have been converted to align with the post-share split standard of a 1 for 5 share split, effective from October 1, 2024.

\*2. In a risk scenario, the payout ratio is expected to be 42.2%.

# Progress on Medium-term Plan

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

# “Control the Controllable”

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## We will ensure that we control things within our ability to control

Assumed measures against risk scenario	
Demand	<ul style="list-style-type: none"><li>• Production structure that adapts to demand volume influenced by macroeconomic decline</li><li>• Enhance the capabilities of products with a competitive advantage ahead of medium- and long-term demand growth</li></ul>
Cost	<ul style="list-style-type: none"><li>• Optimize fixed costs in response to volume decrease</li><li>• Further improve quality costs</li><li>• Improve cost structure by aggressively adopting automation and pursuing labor savings</li><li>• Improve productivity by reviewing manufacturing sites</li></ul>
Manufacturing site	<ul style="list-style-type: none"><li>• Promote China plus strategy (India, Southeast Asian countries, etc.)</li></ul>
Financial position	<ul style="list-style-type: none"><li>• Continue with existing growth investments and shareholder returns while also preparing for risks</li></ul>

### ■ Not incorporated risks

- A decline in production numbers of automobiles, smartphones, etc. that exceeds assumptions of our plan
- Drop in selling prices or soar in material prices, which exceeds our plan

# Financial KPI progress

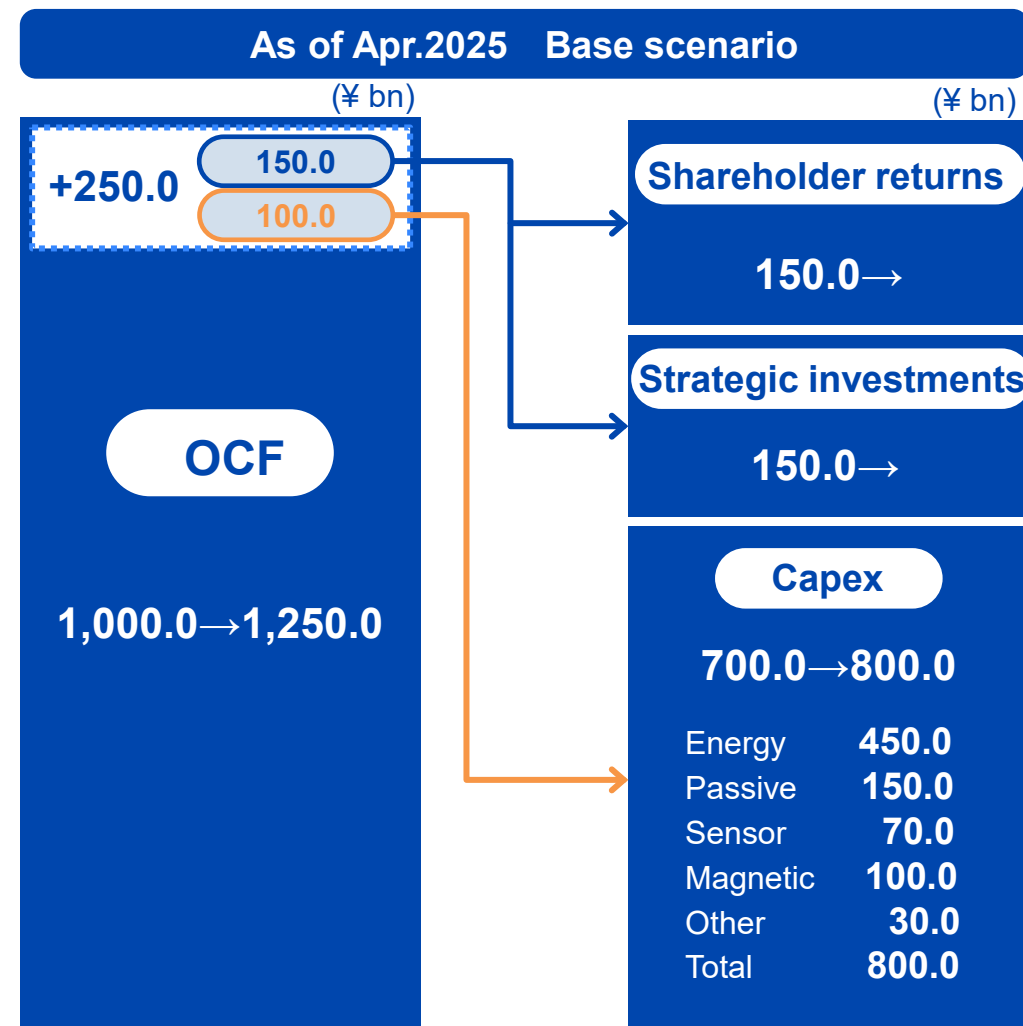
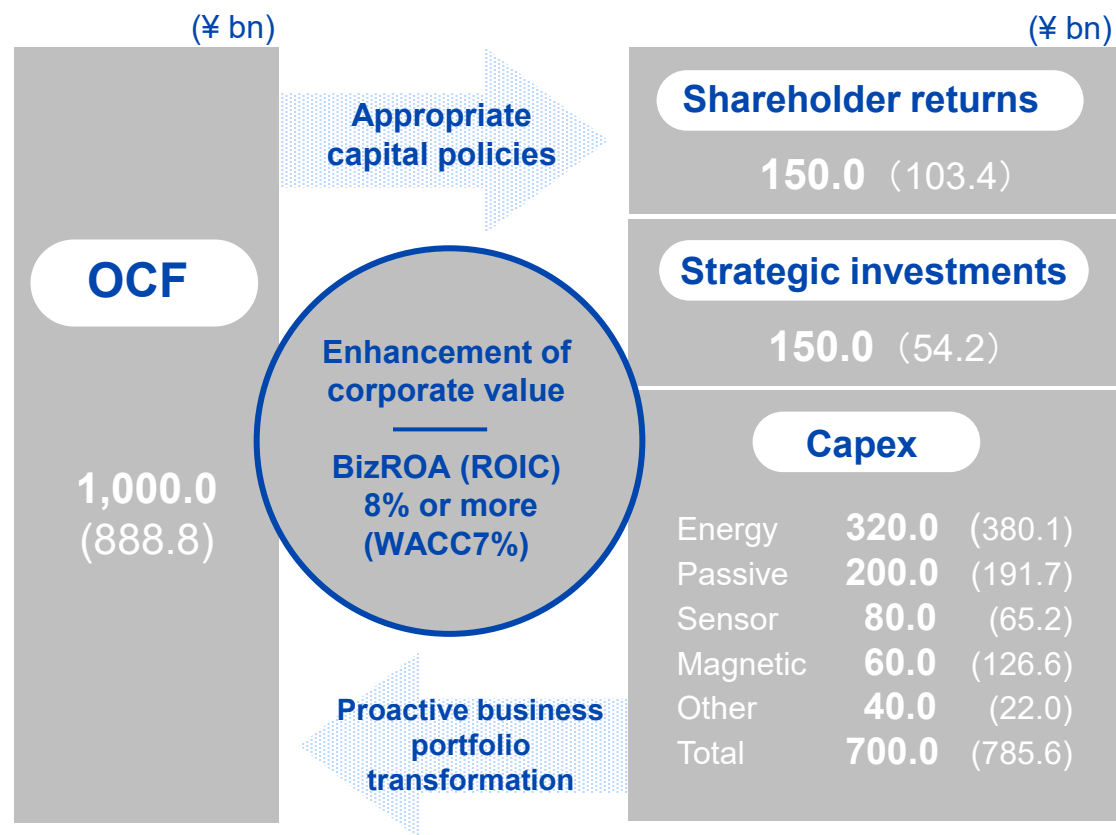
- For FY March 2025, we achieved the initial targets. We have not changed the targets in the final year of the Medium-term Plan.

		FY3/24	FY3/25	FY3/26		FY3/27
				Base scenario	Risk scenario	
Growth	Net sales [¥ bn] (CAGR)	2,103.9	2,204.8	2,200.0	2,120.0	2,500.0 (approx. 5%)
	ROE	7.9%	9.5%	9.5%	7.9%	10% or more
Efficiency	ROIC (BizROA) (>WACC)	5.3% (<7.0%)	6.7% (<7.0%)	7.1% (>7.0%)	5.6% (<7.0%)	8% or more
	OP margin	8.2%	10.2%	10.2%	8.5%	11% or more
Financial soundness	Shareholders' equity ratio	50%	51%	51%	51%	50% level
	D/E ratio	0.4x	0.3x	0.4x	0.4x	0.3-0.4x
Exchange rate assumptions		¥144/US\$	¥153/US\$	¥140/US\$	¥140/US\$	¥135/US\$

# Change of capital allocation plan (FY3/25 to FY3/27 accumulated)

- Allocate the expected OCF increase from the initial plan to Capex. Considering the market environment, allocate to strategic investments and shareholder returns.

As of May.2024

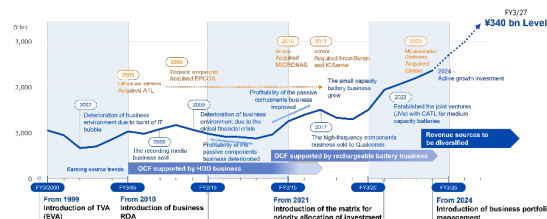


\*Figures noted in brackets come from the previous Medium-term Plan.



# Progress on Key points of the Medium-term Plan

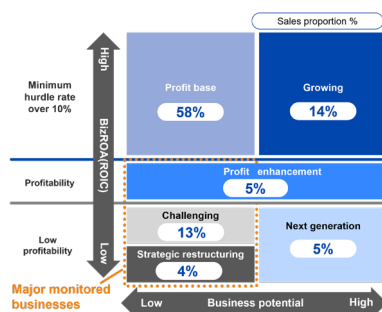
## 1 Strengthen management focusing on cash flows



### Accelerate management focused on FCF

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

## 2 Enhance business portfolio management (Emphasizing ROIC)



### Toward increasing asset profitability

- See details on next page and beyond.

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



### Ongoing initiatives aimed at strengthening pre-financial capital

#### Strengthen human capital

- Appointed the CHRO to enhance human capital
- Promote improving team member engagement

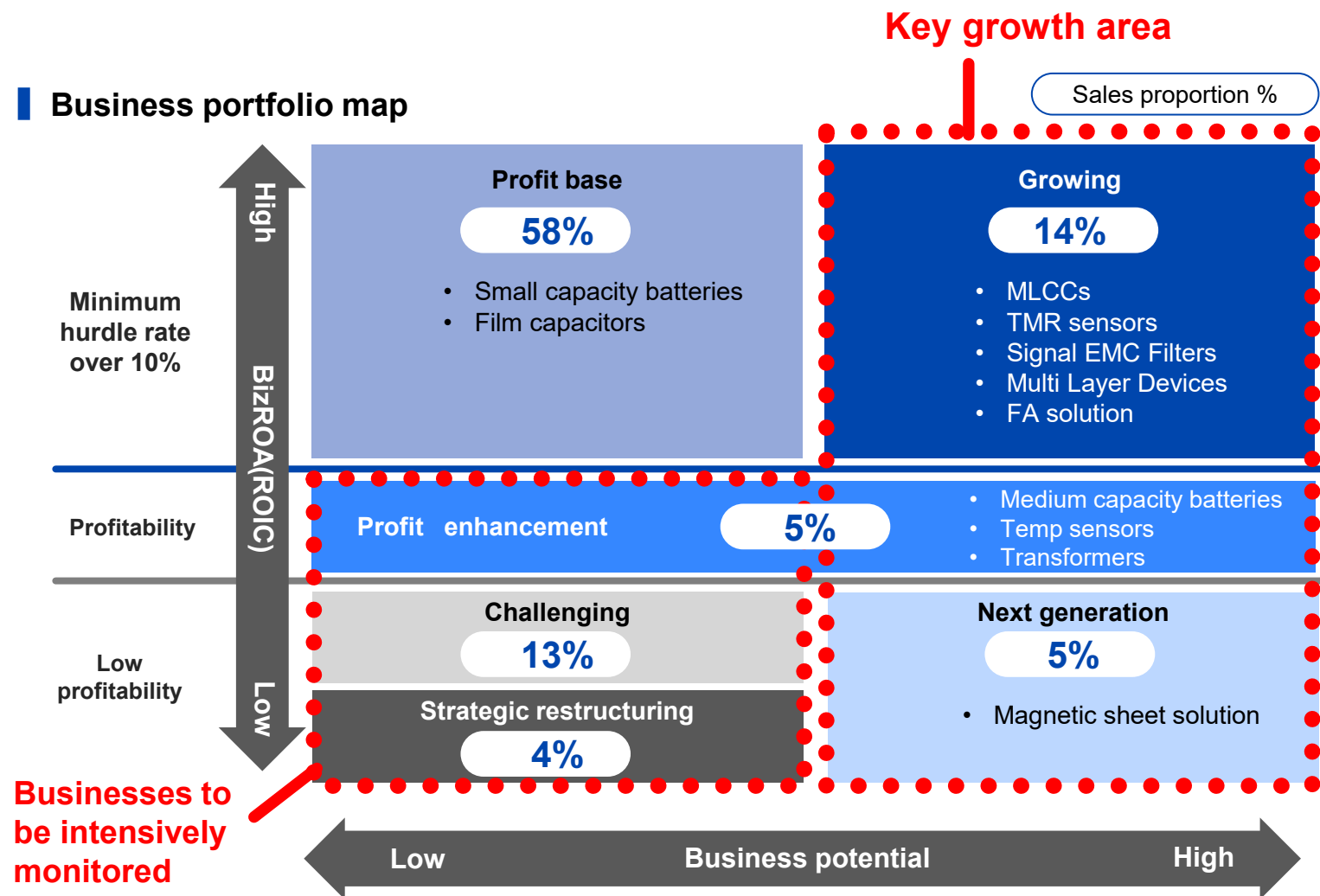
#### Enhance technological capability

- Made progress in development of all-solid-state batteries material, neuromorphic devices, and spin photo detectors.
- Strengthen our software business, such as SensEI.

#### Reinforce initiatives related to sustainability and DX

- Received SBT certification by SBTi and rated FTSE 4.3.
- Obtained Gold Medal by EcoVadis.
- Gained the DX Certification from the METI.

# We are advancing business portfolio management

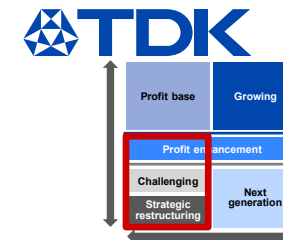


- Have evolved from the previous double-axis investment allocation map to a double-axis business portfolio map.
- Appropriately address businesses that fall below the minimum hurdle rate and prioritize allocating capital into growth areas.
- Turn around the businesses to be intensively monitored shown at the bottom left and advance investments in growth domains with strong business potential for taking advantage of growth opportunities presented by AI.

- BizROA = Business OP after tax and before distribution of corporate expenses divided by business assets.
- The 10% minimum hurdle rate is calculated, considering the 7% corporate WACC and corporate expenses.

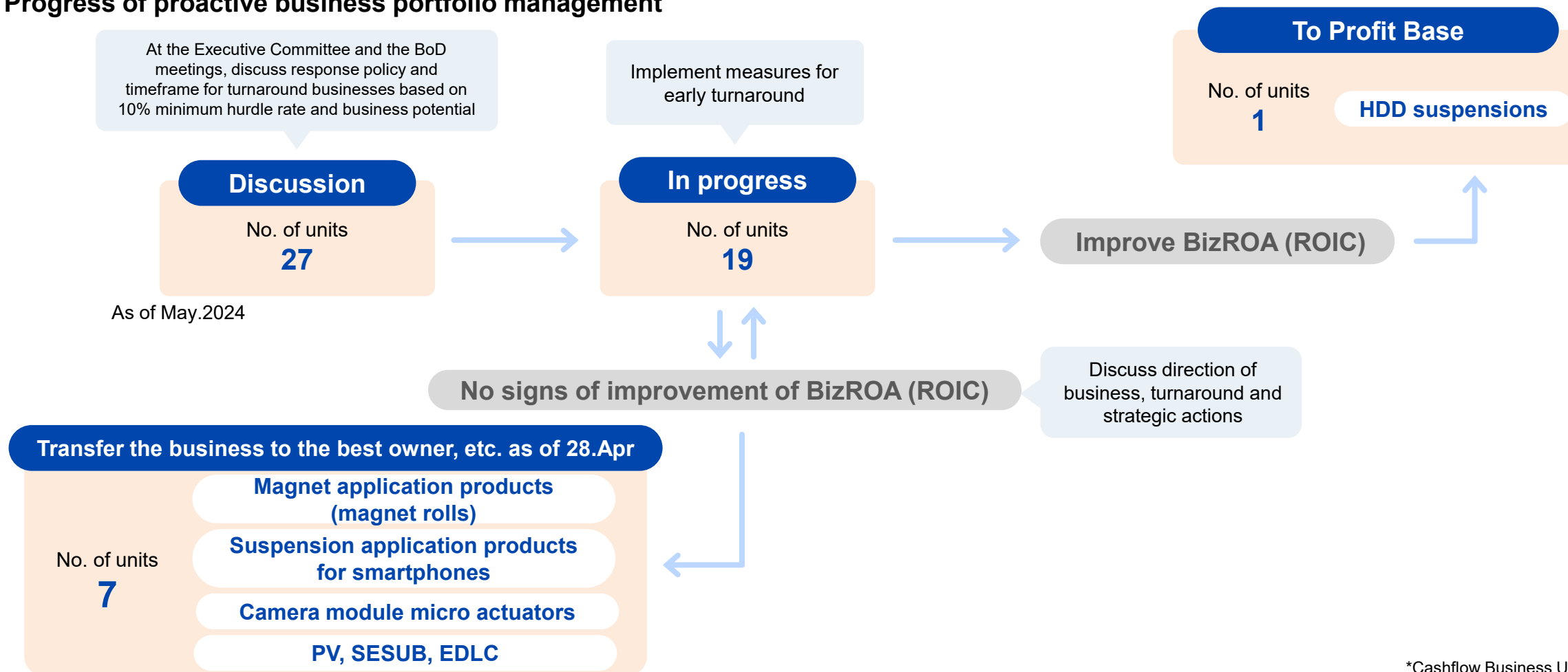
# Improve profitability of Business to be intensively monitored

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- As of Investor Day May.2024, 27 CBUs\* were selected as Business to be intensively monitored.
- 1 CBU was transferred to Profit Base, 7 CBUs were transferred to the best owner, etc., while 19 CBUs are in progress.

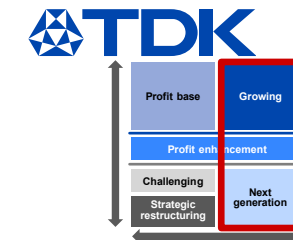
## Progress of proactive business portfolio management



\*Cashflow Business Units

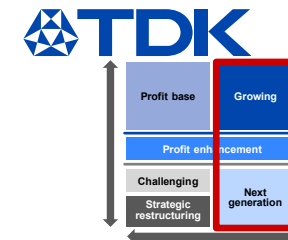
# TDK constantly contributes to the entire AI ecosystem

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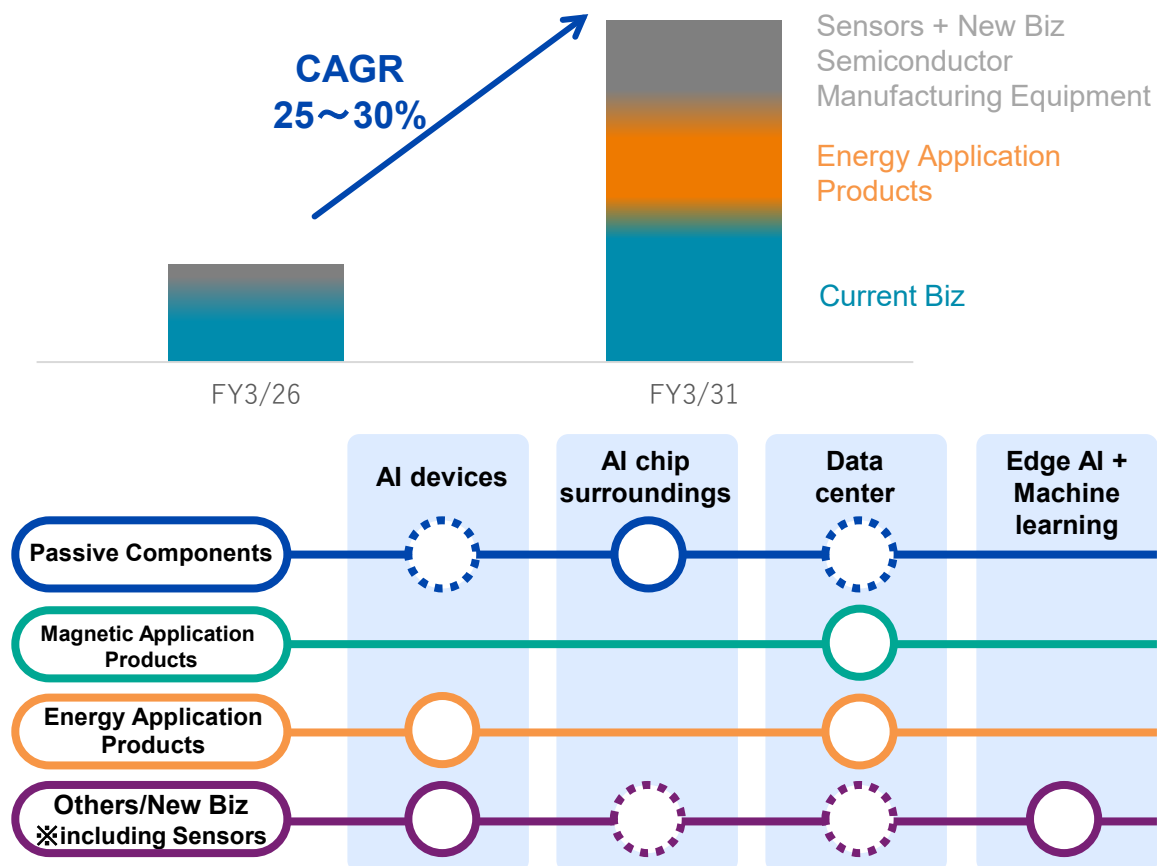
# We will help boost sales for the entire AI ecosystem

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- Steadily capture demand for AI data centers, a projected growth market, and peripheral ecosystems
- Transform the business models used for the software business, etc.

## Sales for AI Market(FY3/26 Forecast • FY3/31Target)

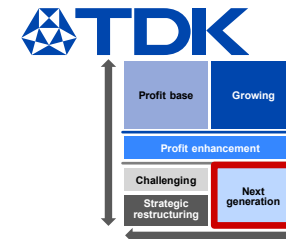


\*Note: Solid circles indicate net sales total value in the graph above. The dotted circles indicate businesses that have recorded net sales but that are not included in the graph above.

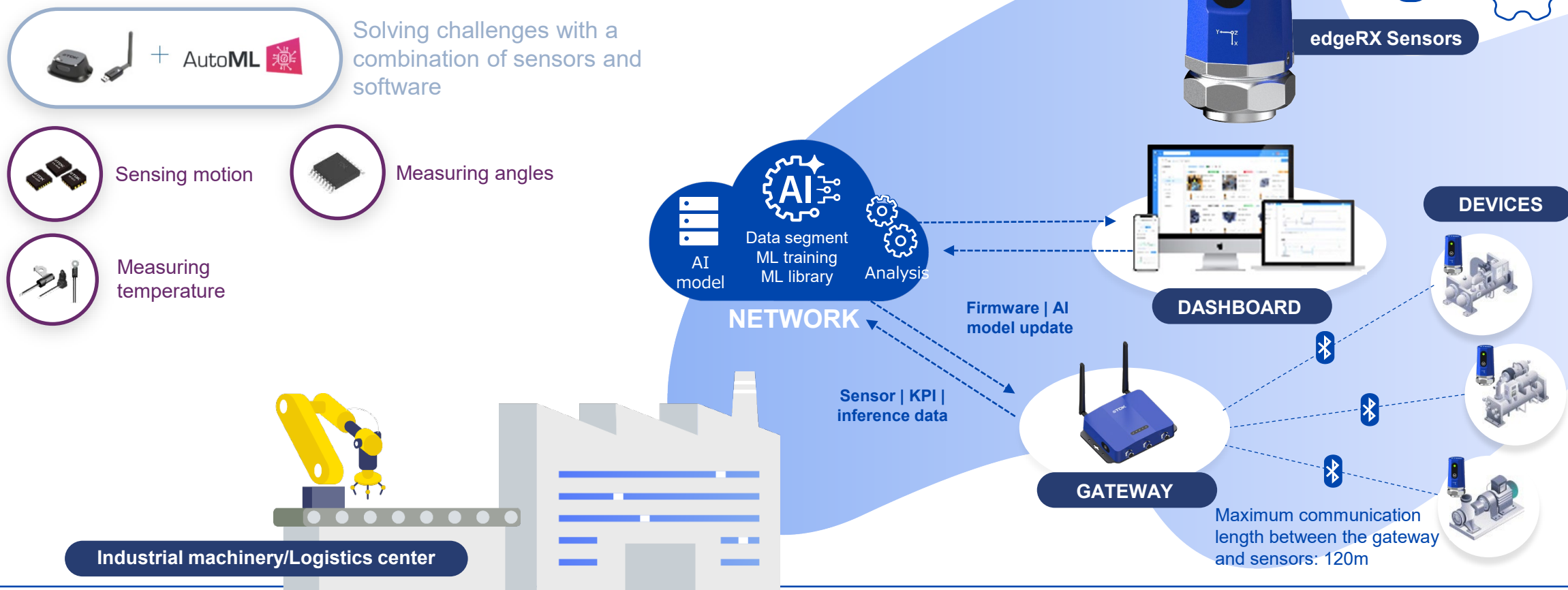
Products	Major Application and Functionality
Current Biz	<b>Passive Components</b> <ul style="list-style-type: none"> <li>Contribute to semiconductor performance and respond to designs based on higher speeds and redundancy</li> <li>Power unit systems</li> </ul>
	<b>HDD heads and suspensions</b> <ul style="list-style-type: none"> <li>Ensure data reliability, contribute to increased data storage density, and low power consumption</li> </ul>
<b>Medium capacity batteries</b>	<ul style="list-style-type: none"> <li>Secure redundancy for data center electricity</li> <li>Size reductions for Battery Backup Units</li> </ul>
<b>Semiconductor manufacturing equipment</b>	<ul style="list-style-type: none"> <li>Contribute to process innovation in semiconductor manufacturing</li> <li>Strengthen load ports, etc., and enhance materials and manufacturing technology</li> </ul>
<b>Sensors + New Biz</b>	<ul style="list-style-type: none"> <li>Provide the extra added value of AI-enhanced sensors</li> <li>Launch software business featuring SensEi, etc.</li> </ul>

# Contribute to predictive maintenance for industrial machinery

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edgeRX, which was designed using advanced AI and edge computing technology, conducts real-time monitoring, makes observations concerning predictive maintenance, and provides actionable alerts directly from monitoring equipment.

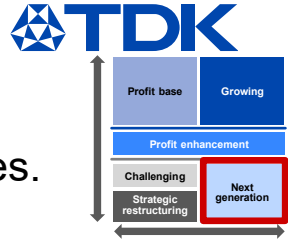




# Contribute to AI devices

- The key to the spread of smart glasses is the realization of functionality in compact and stylish devices.
- TDK is focusing on the development of ultra-compact, low-power consumption products for stylish smart glasses.

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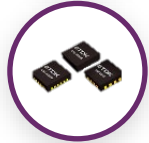
Making a sound with vibration



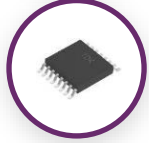
Transparent antenna



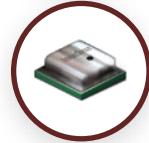
Storing electricity



Detecting motion



Measuring angles



Accurately recognizing voice

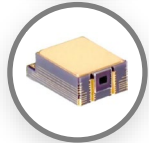


Image projection

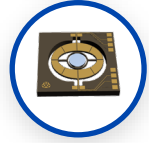
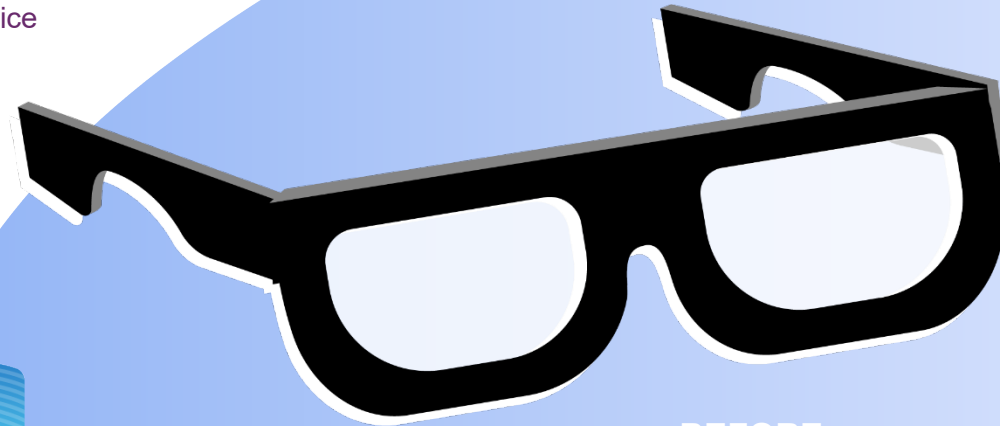
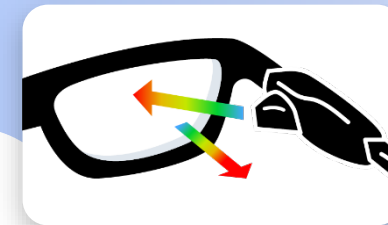


Image projection

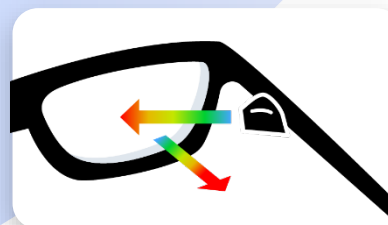
AR glasses



BEFORE



AFTER

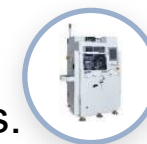


# Contribute to semiconductor manufacturing equipment

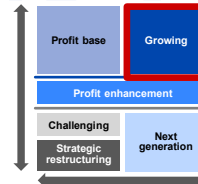
Attracting Tomorrow



- In the 2.5/3D advanced packages, technology innovation at backend process is required.
- By combining manufacturing and materials, TDK will contribute further to backend process.



Supporting manufacturing



**Increasingly complex device structures**

Miniaturization and multi-layering

**More advanced manufacturing processes**

Control of the treated and processed surfaces is important (to prevent deterioration or contamination)

**Increasing use of chiplet PLP process**

From WLP (Φ300mm)  
To PLP (□600mm)

**Bonding chips (dies) of multiple differing shapes**

High-precision mounting and bonding of various sizes of chips (especially large and thin) is critical

**Transformation of manufacturing process**

**Front end process**

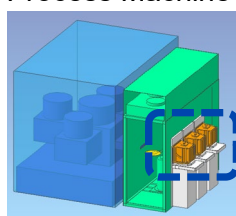
Thin film formation > Exposure/Development > Etching > Polishing > Flattening

**Back end process**

Die bonding > Molding > Bump formation > Fragmentation

**TDK's Transformation**

Process Machine



EFEM

**Load Port**



FOUP

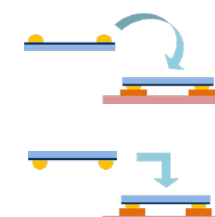


Atmosphere control inside FOUP

**PLP Load Port**



**Bonding System**



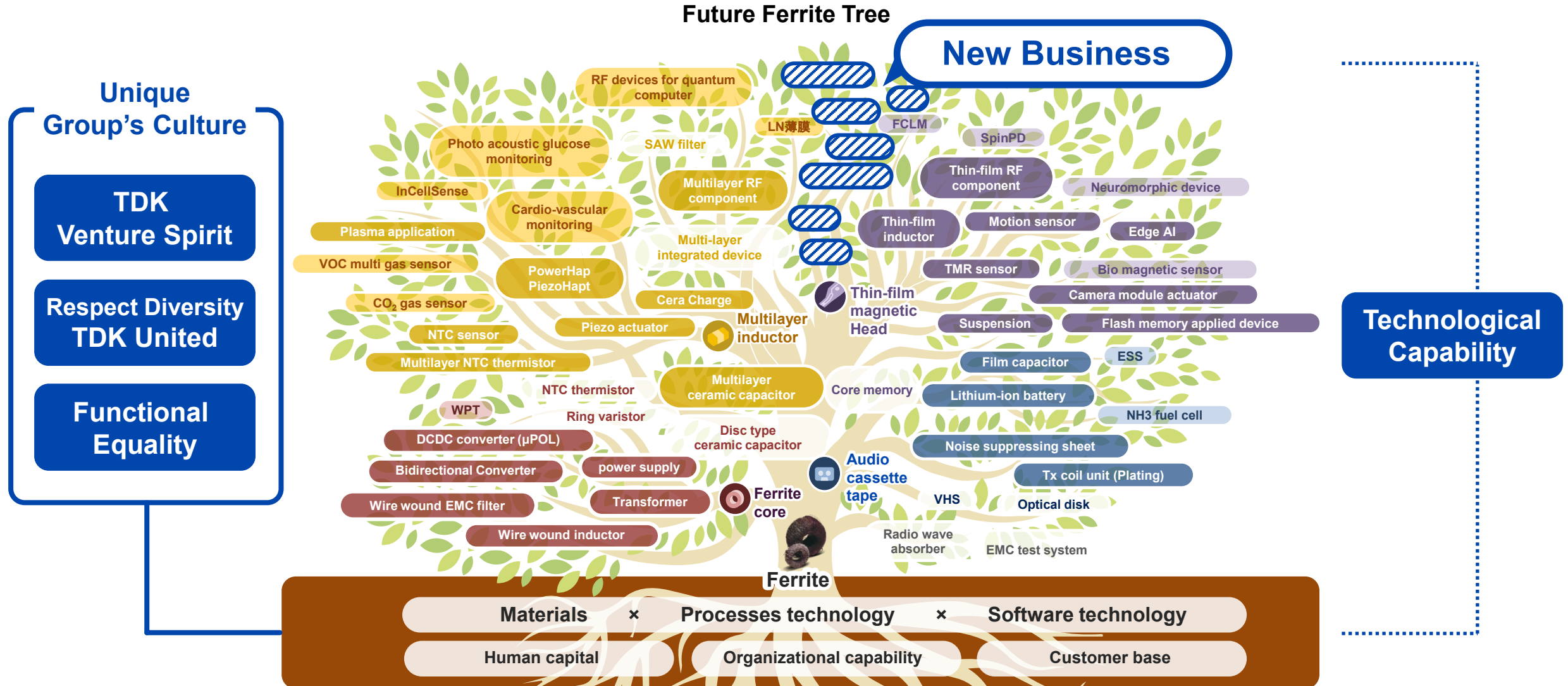


# Pre-financial capital that backs TDK's Value creation

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- TDK constantly contributes to the entire AI ecosystem



- We have formulated our vision of what we want to be 10 years from now (Long-term Vision). We have back-casted from our vision for 10 years to identify the path to enhancing our corporate value.
- Based on our materials × processes × software technologies, we will become the No.1 partner for our world-wide customers and accelerate social transformation for a sustainable future.
- We will enhance our business portfolio management, increase the spread between ROIC and WACC, increase cash flows, improve capital efficiency, and strengthen business management to increase financial capital.
- We will evolve the Ferrite Tree and reinforce business management to increase pre-financial capital, which is the source of future cash flows.
- We will focus more on investor dialogue and investor relations.

# Appendix

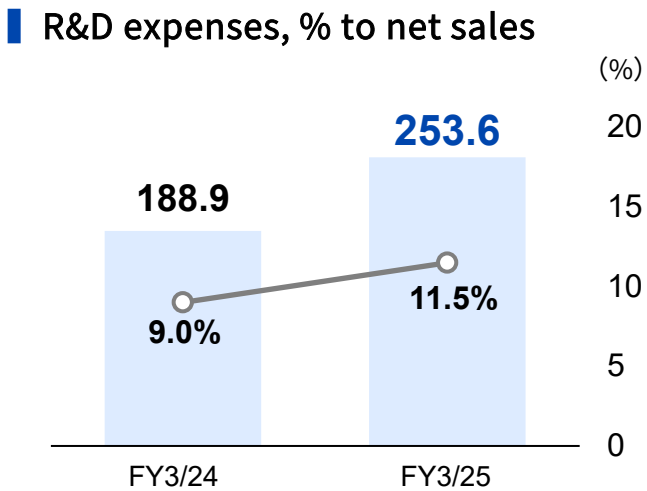
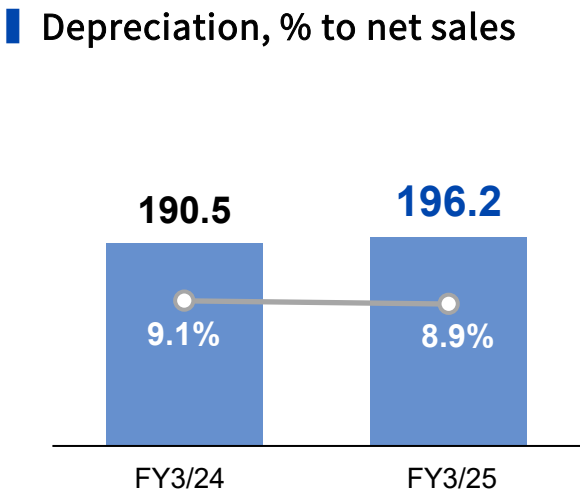
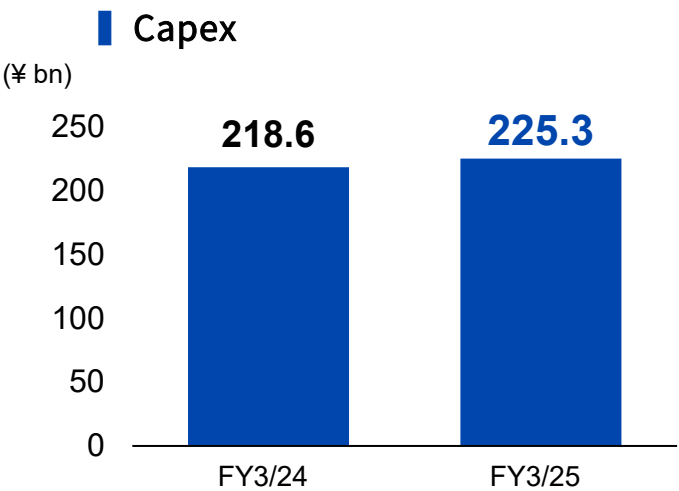
# Quarterly sales and operating profit by segment

		FY3/24					FY3/25				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Net Sales	Capacitors	62.5	62.6	59.4	60.5	245.0	61.5	58.0	57.5	57.2	234.3
	Inductive Devices	47.5	50.6	50.7	48.3	197.1	50.8	52.7	51.8	49.0	204.3
	Other Passive Components	30.7	32.2	30.9	29.7	123.5	30.7	31.2	30.3	28.9	121.1
	Passive Components	140.7	145.4	141.0	138.5	565.6	143.1	141.9	139.6	135.1	559.6
	Sensor Application Products	38.8	47.3	49.2	45.2	180.5	44.1	50.8	48.1	46.5	189.5
	Magnetic Application Products	38.2	44.8	49.3	51.9	184.2	55.0	55.9	54.5	58.2	223.6
	Energy Application Products	274.9	304.0	304.5	238.2	1121.7	262.9	309.1	324.0	280.6	1,176.5
	Other	10.7	14.8	15.2	11.1	51.8	13.7	13.0	14.9	13.9	55.6
	Total	503.4	556.3	559.3	484.9	2,103.9	518.8	570.7	581.0	534.3	2,204.8
Operating profit	Passive Components	14.1	17.5	18.5	3.7	53.9	13.9	15.0	12.0	(6.8)	34.1
	Sensor Application Products	0.6	4.4	4.7	(3.7)	6.0	(0.7)	3.8	2.2	(0.4)	5.0
	Magnetic Application Products	(9.7)	(9.4)	(7.2)	(9.3)	(35.6)	0.8	1.0	2.3	(0.7)	3.4
	Energy Application Products	32.2	57.5	65.6	40.4	195.7	55.3	68.0	73.3	37.8	234.4
	Other	(1.2)	0.7	0.5	(1.7)	(1.8)	(0.1)	(1.2)	(0.9)	(2.3)	(4.4)
	Subtotal	36.1	70.7	82.1	29.3	218.2	69.2	86.7	88.9	27.6	272.4
	Adjustment	(9.8)	(11.4)	(11.9)	(12.2)	(45.3)	(11.3)	(11.3)	(13.1)	(12.5)	(48.3)
	Total	26.3	59.2	70.2	17.1	172.9	57.9	75.4	75.8	15.1	224.2
Operating profit margin		5.2%	10.6%	12.6%	3.5%	8.2%	11.2%	13.2%	13.0%	2.8%	10.2%
USD (JPY)		137.18	144.44	147.95	148.31	144.48	155.82	149.74	152.29	152.82	152.66
EUR (JPY)		149.37	157.17	159.04	161.16	156.69	167.79	164.30	162.64	160.89	163.86

Note: In accordance with the reorganization for the three months ended June 30, 2024, certain products of Other Passive Components are reclassified into Inductive Devices. Thus, the prior year's figures are also reclassified to conform to the new segmentation.

# Capex, Depreciation, and R&D expenses – Full Year

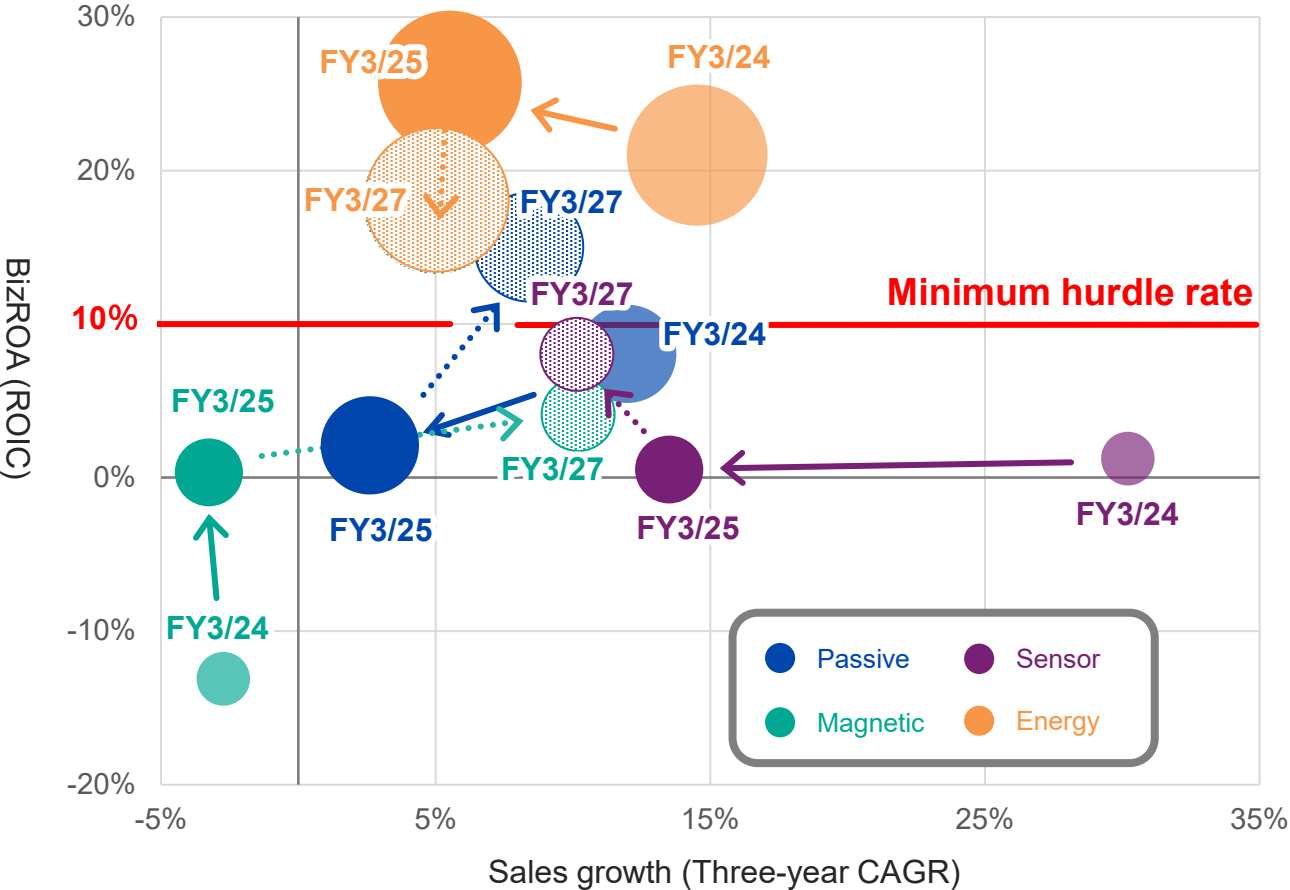
	FY3/24	FY3/25	Change
(¥ bn)			
Capex (Purchase of tangible and intangible assets)	218.6	<b>225.3</b>	+6.7
Depreciation and amortization	190.5	<b>196.2</b>	+5.7
% to net sales	9.1%	<b>8.9%</b>	(0.2)pts
R&D expenses	188.9	<b>253.6</b>	+64.7
% to net sales	9.0%	<b>11.5%</b>	+2.5pts



# Progress on ROIC by segment

- We will strengthen businesses with high profitability and capital efficiency to achieve higher operating profit margins and BizROA (ROIC).

Chart for growth and capital efficiency by segment

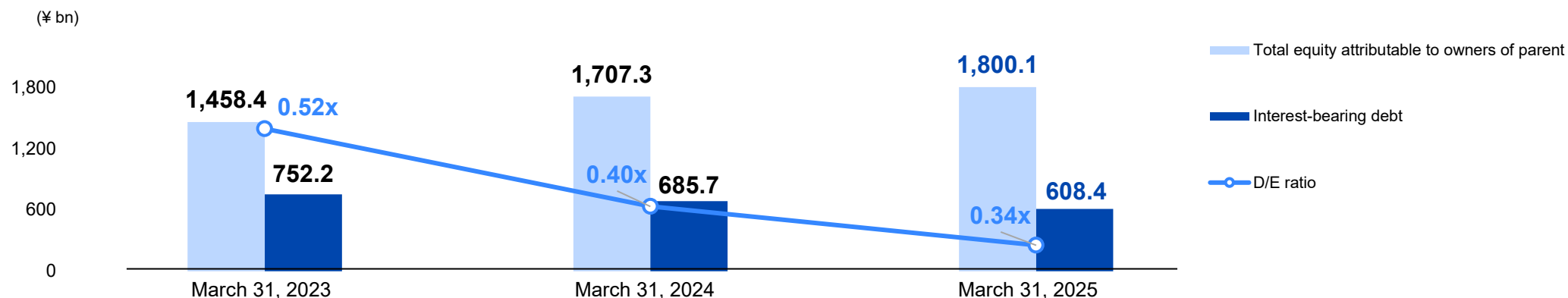


Net sales, BizROA by segment

(¥ bn)	FY3/24	FY3/25	FY3/27
Net sales (CAGR)	2,103/9	2,204.8	2,500.0 (5%)
Passive Components	565.6	559.6	CAGR 5-8%
Sensor Application Products	180.5	189.5	CAGR 8-11%
Magnetic Application Products	184.2	223.6	CAGR 8-11%
Energy Application Products	1,121.7	1,176.5	CAGR 2-5%
OPM	8.2%	10.2%	11.0%
BizROA (ROIC)	5.3%	6.7%	8.0%
Passive Components	7.7%	3.3%	15.0%
Sensor Application Products	1.2%	0.2%	8.0%
Magnetic Application Products	-12.2%	1.0%	4.0%
Energy Application Products	21.5%	27.3%	18.0%

# Financial position

(¥ bn)	March 31, 2023	March 31, 2024	March 31, 2025	Change from March 31, 2024
Total assets	3,147.0	3,415.3	<b>3,541.4</b>	+126.1
Total liabilities	1,684.2	1,700.4	<b>1,730.2</b>	+29.8
Total equity attributable to owners of parent	1,458.4	1,707.3	<b>1,800.1</b>	+92.7
Ratio of equity attributable to owners of parent	46.3%	50.0%	<b>50.8%</b>	+0.8pts
Cash and cash equivalents, short-term investments, and marketable securities	522.4	666.1	<b>753.8</b>	+87.7
Interest-bearing debt <sup>*1</sup>	752.2	685.7	<b>608.4</b>	(77.3)
Net cash (Net debt) <sup>*2</sup>	(229.7)	(19.6)	<b>145.4</b>	+165.0
Debt to equity ratio (times) <sup>*3</sup>	0.52	0.40	<b>0.34</b>	(0.06)

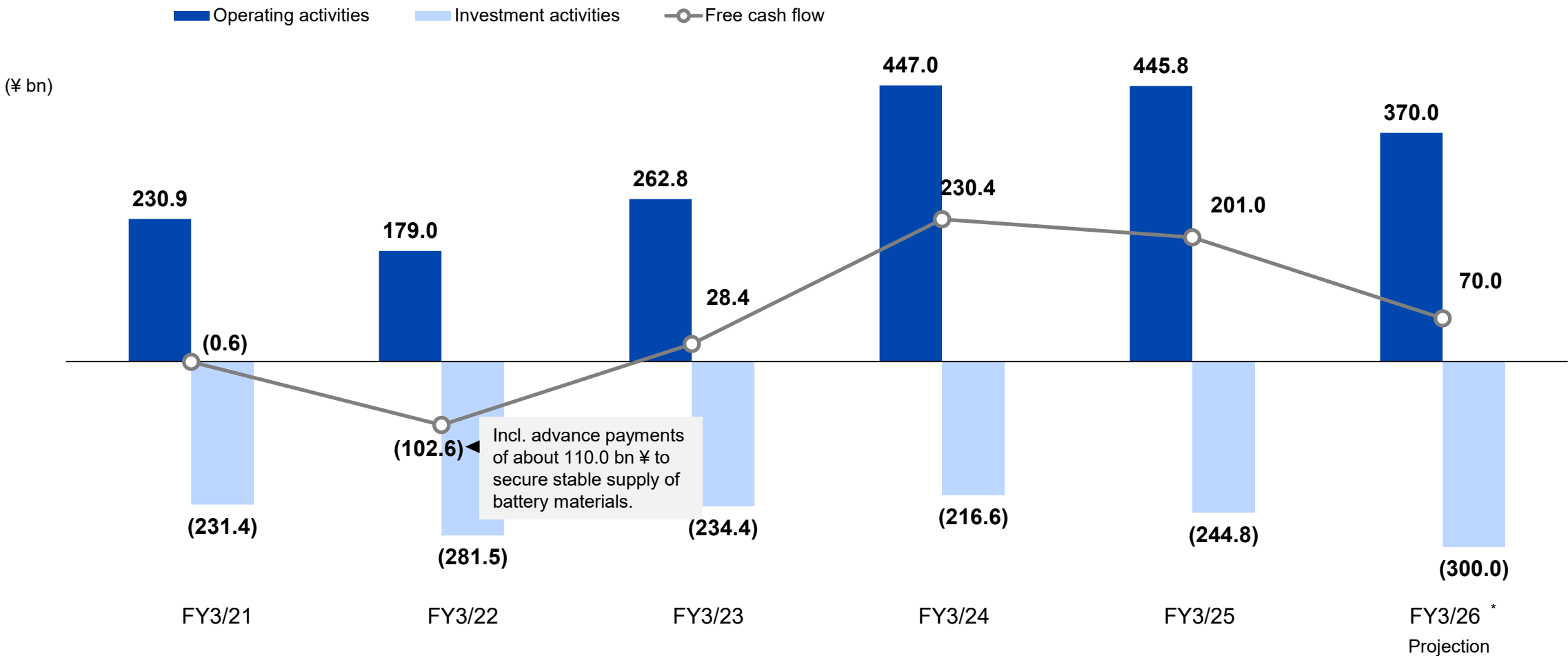


\*1: Borrowings plus bonds plus lease liabilities.

\*3: Interest-bearing debt divided by total equity attributable to owners of parent.

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

# Cash flows





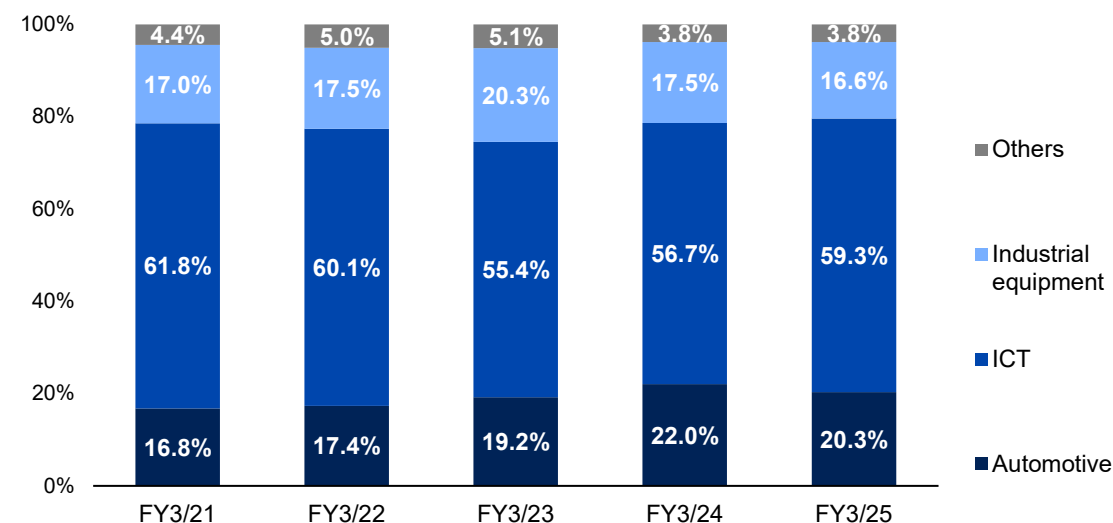
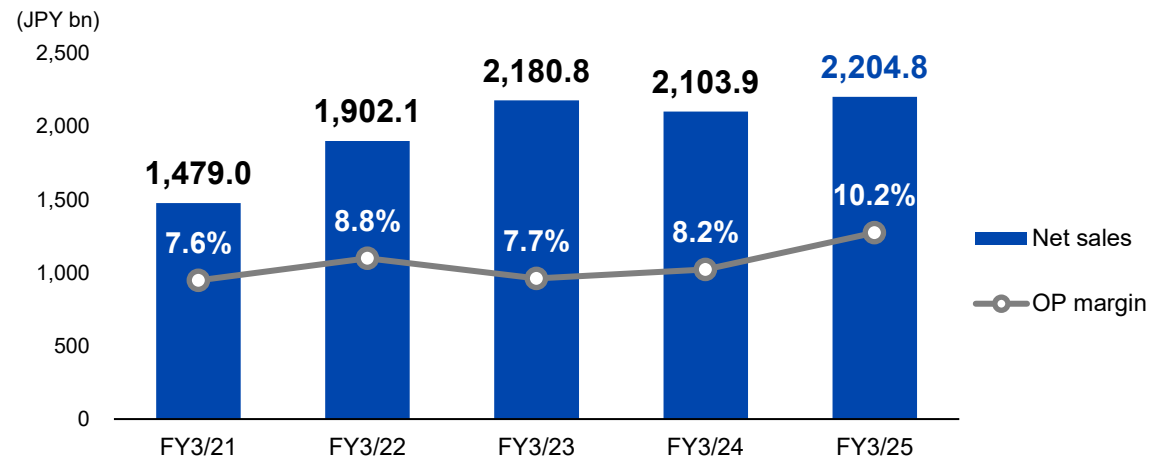
# Annual sales by market (FY3/21 – FY3/25)

All

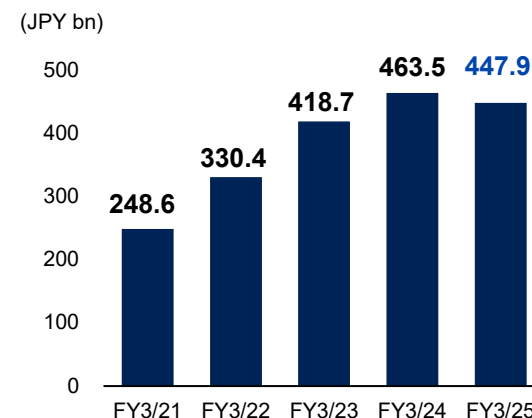
Attracting Tomorrow



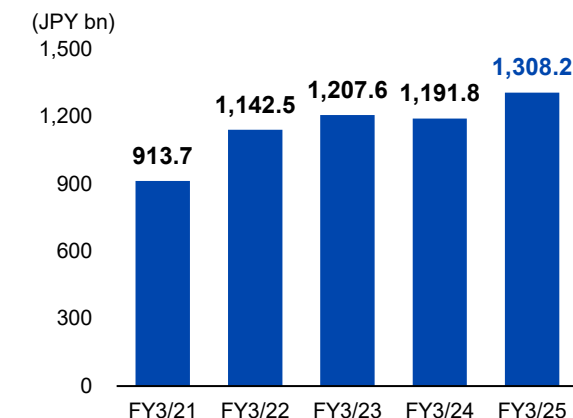
## Net sales, OP margin



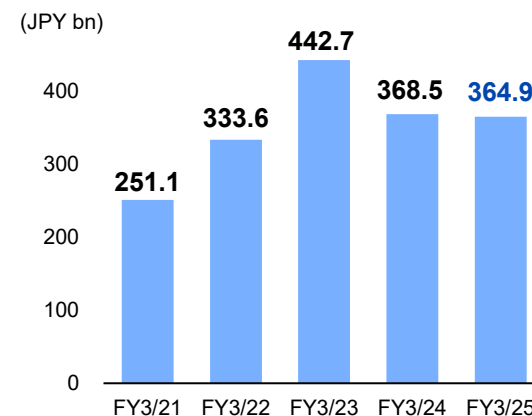
## Automotive



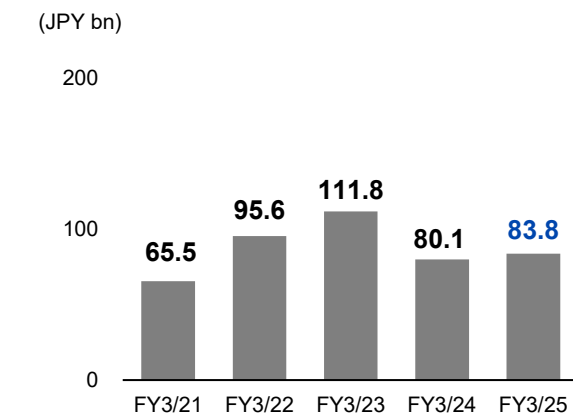
## ICT



## Industrial equipment



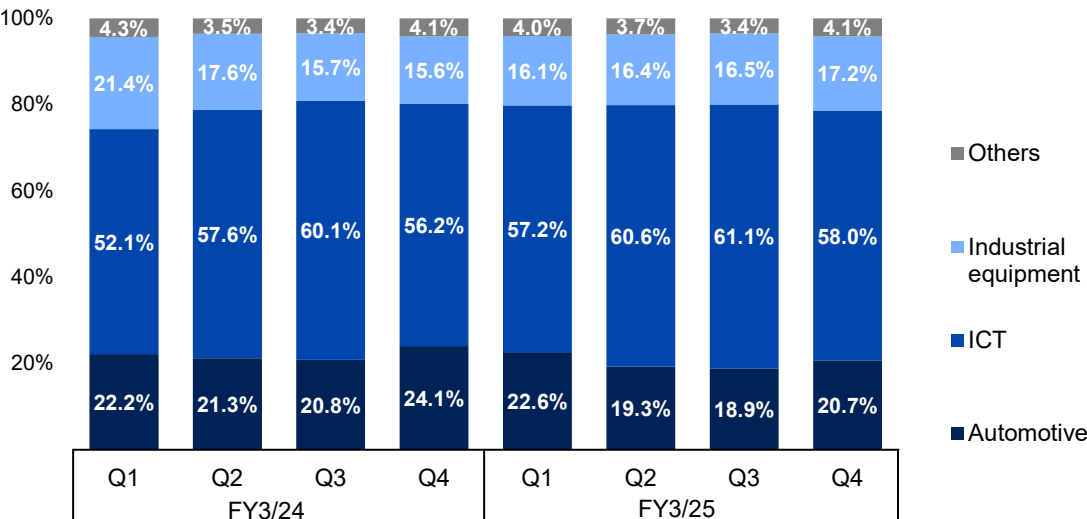
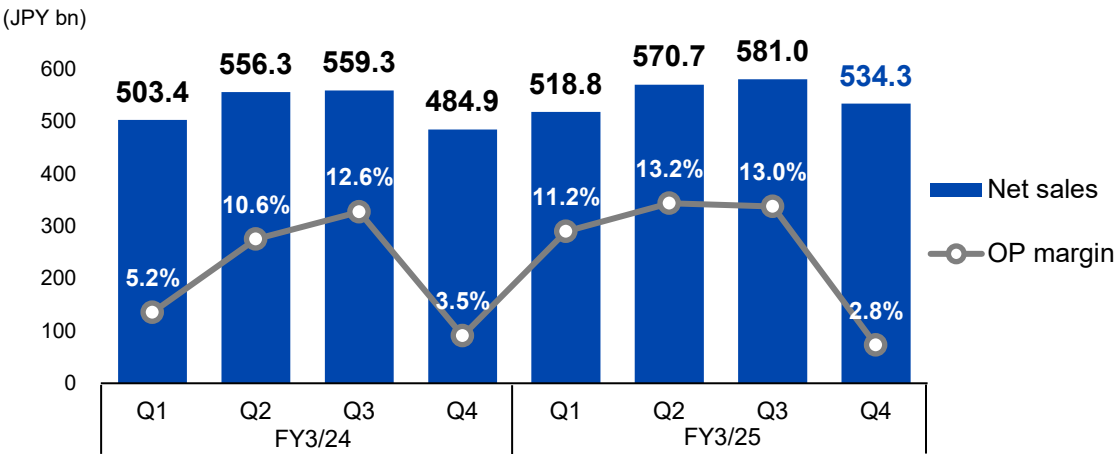
## Others



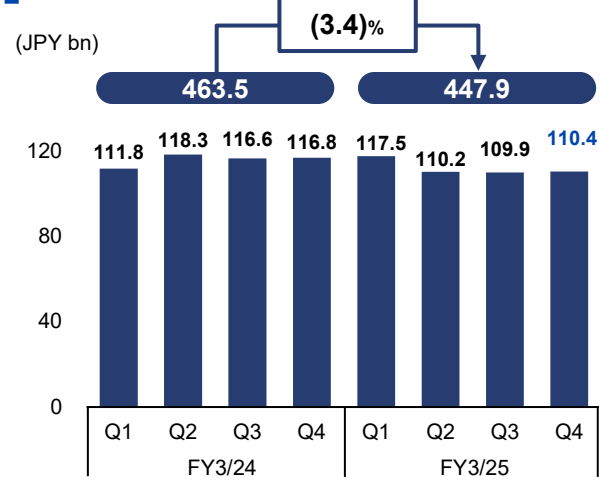
# Quarterly sales by market (FY3/24 – FY3/25)

All

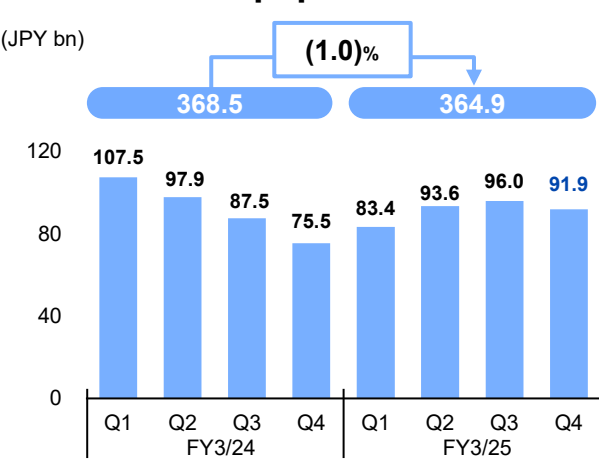
## Net sales, OP margin



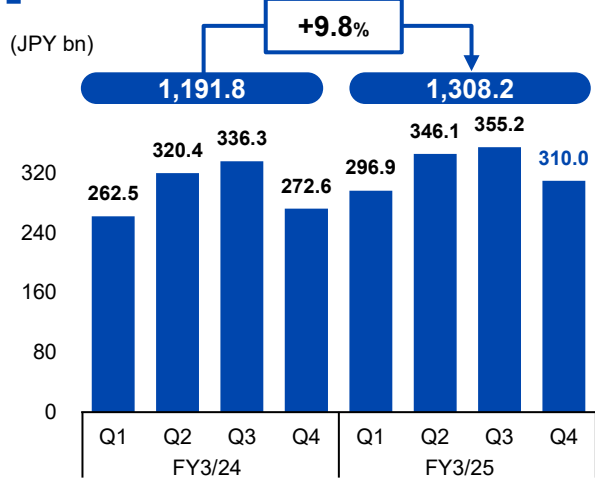
## Automotive



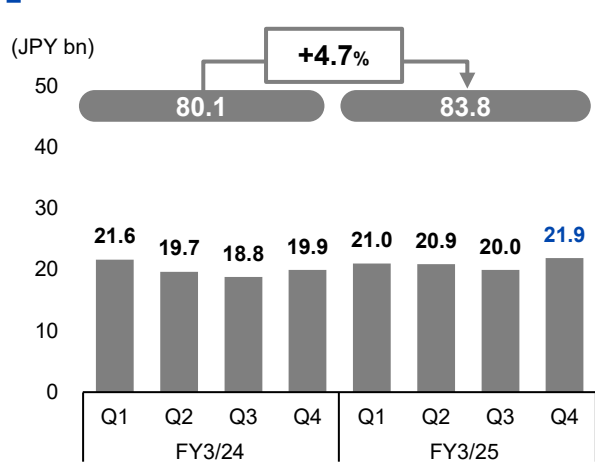
## Industrial equipment



## ICT



## Others



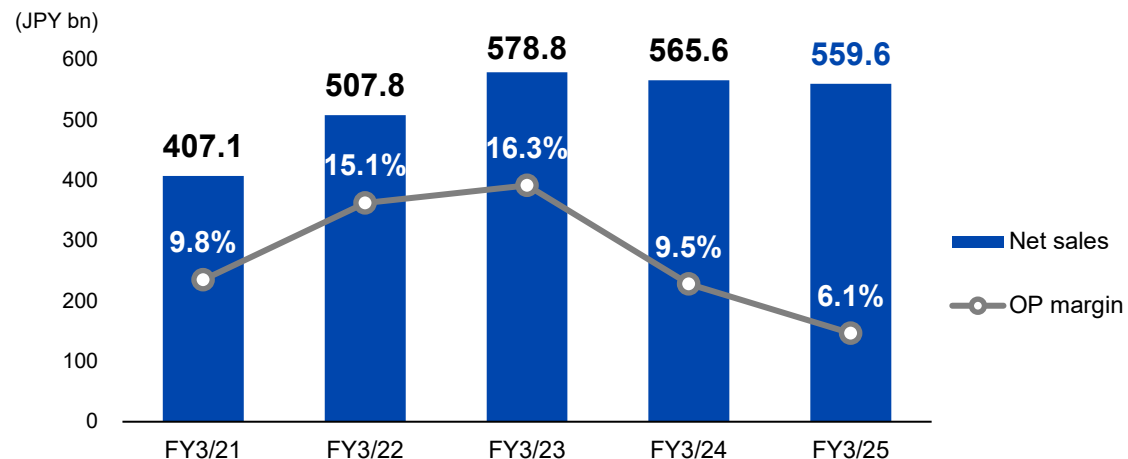
# Annual sales by market (FY3/21 – FY3/25)

Passive Components

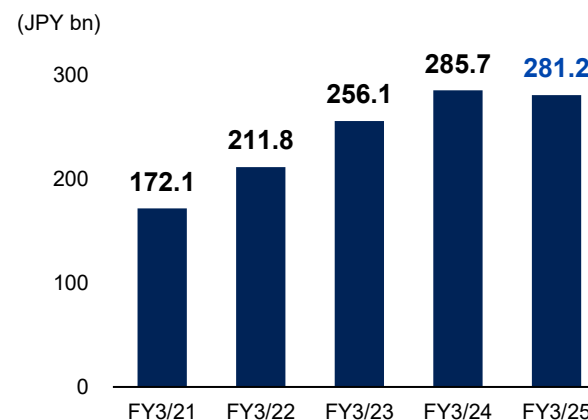
Attracting Tomorrow



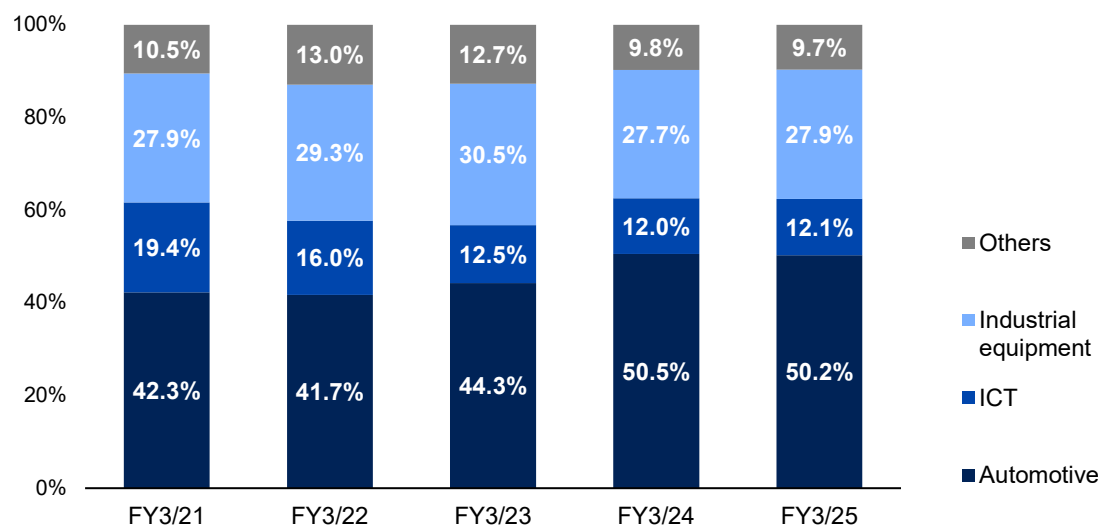
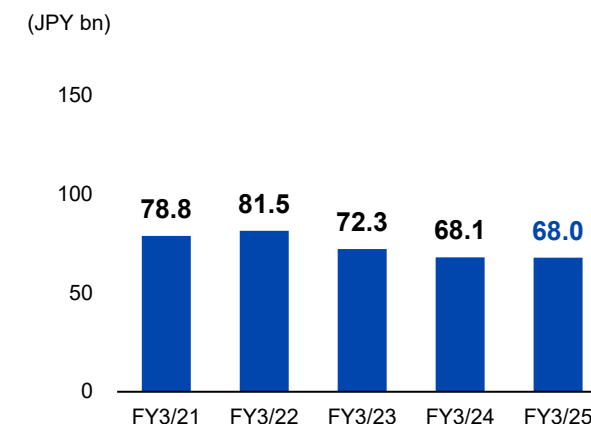
## Net sales, OP margin



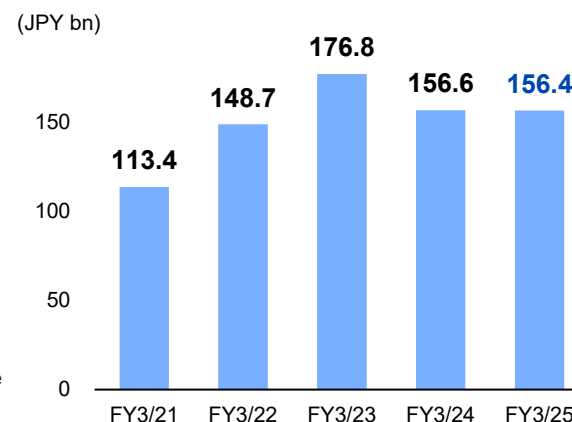
## Automotive



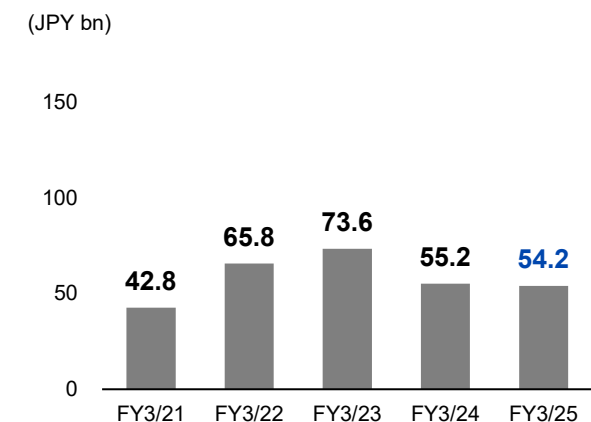
## ICT



## Industrial equipment



## Others



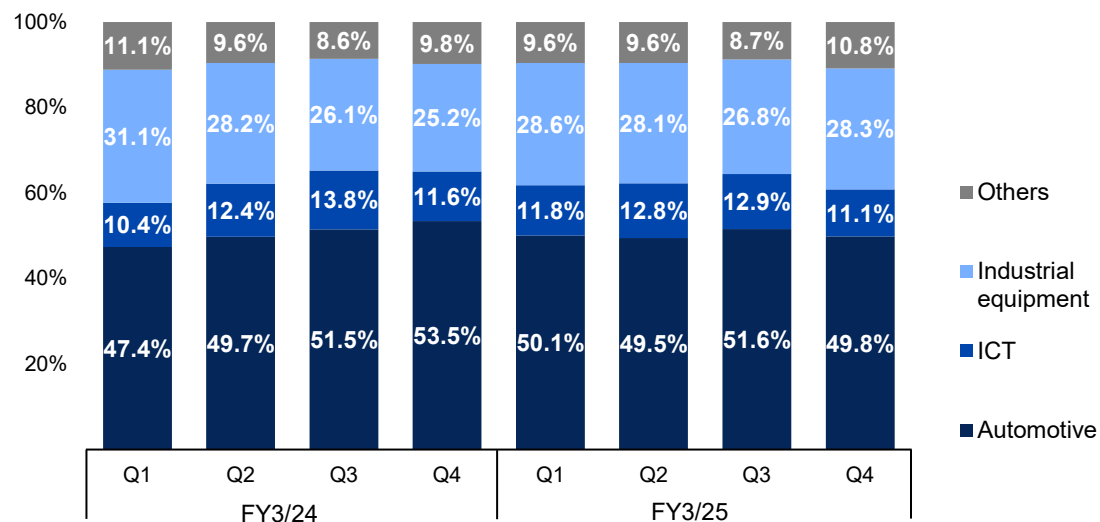
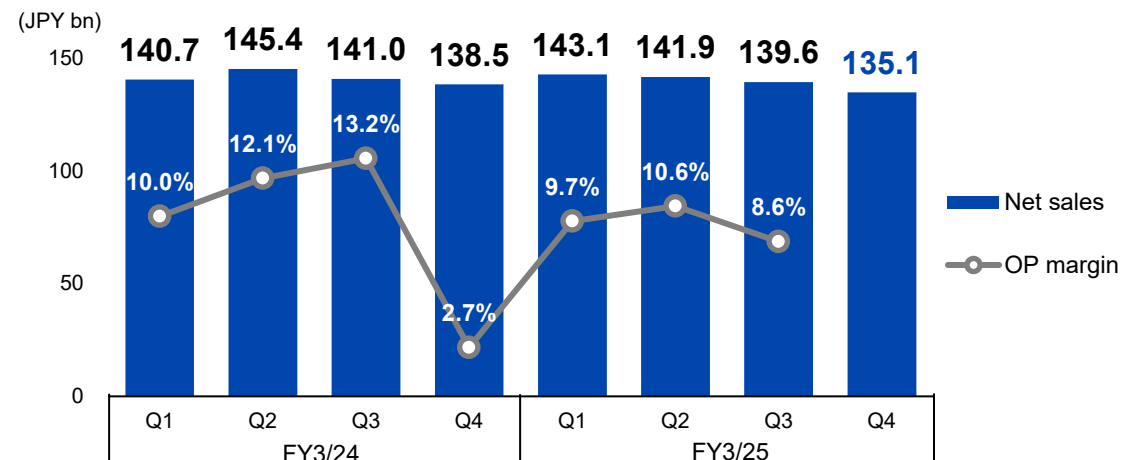
# Quarterly sales by market (FY3/24 – FY3/25)

## Passive Components

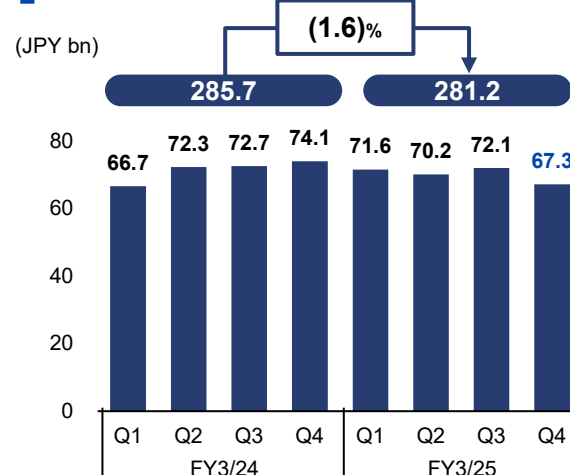
Attracting Tomorrow



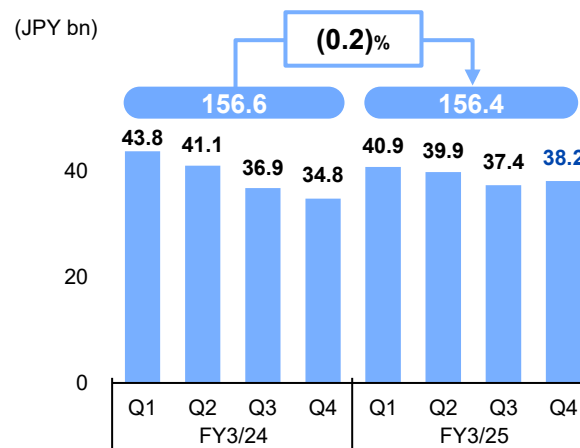
### Net sales, OP margin



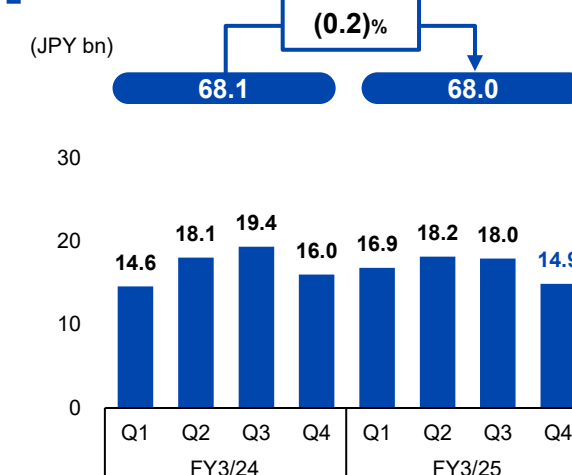
### Automotive



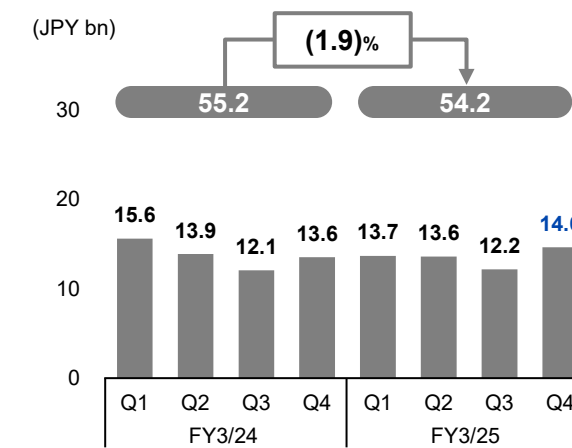
### Industrial equipment



### ICT



### Others



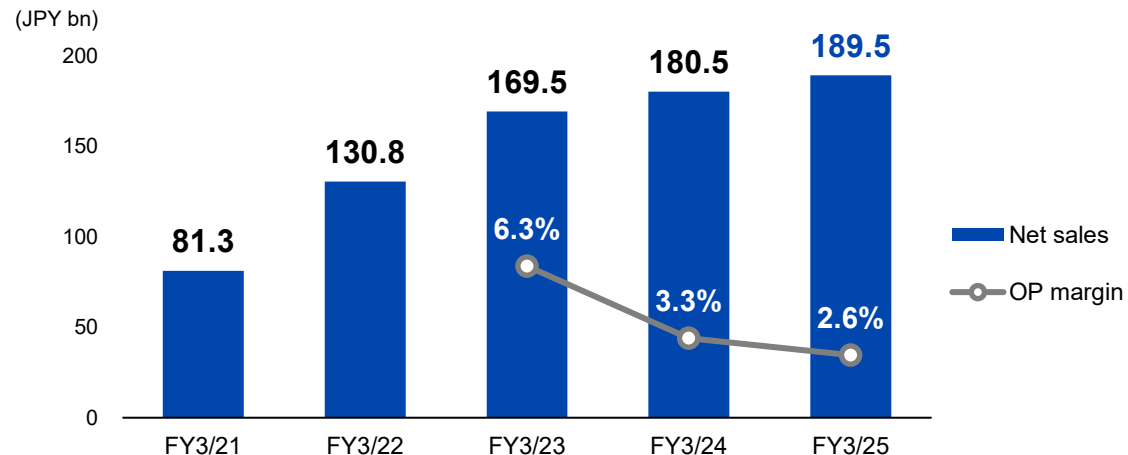
# Annual sales by market (FY3/21 – FY3/25)

Sensor Application Products

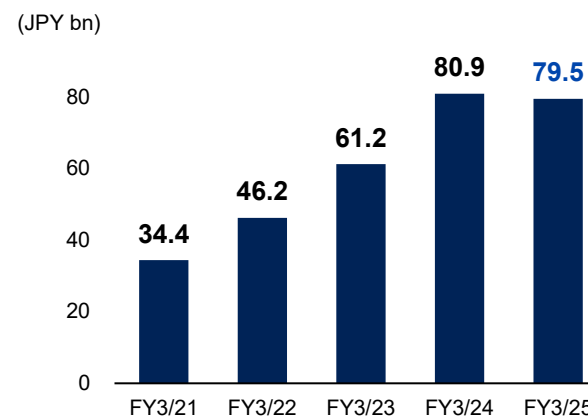
Attracting Tomorrow



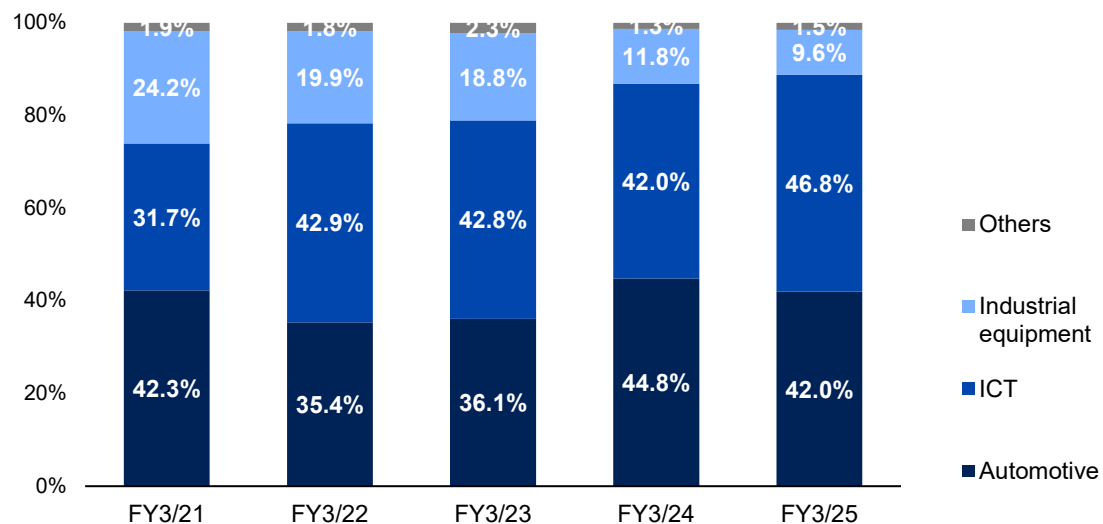
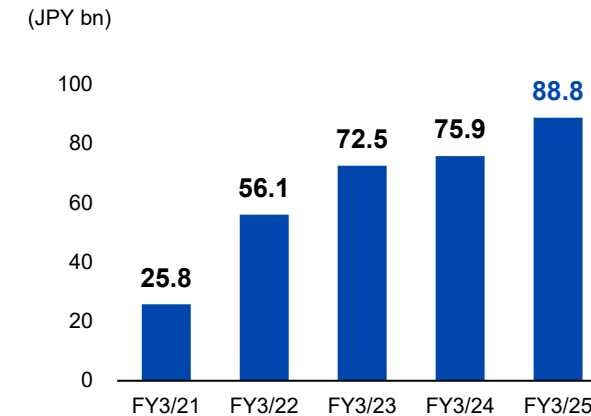
## Net sales, OP margin



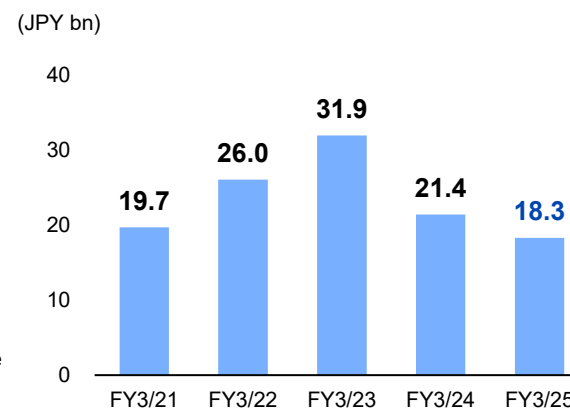
## Automotive



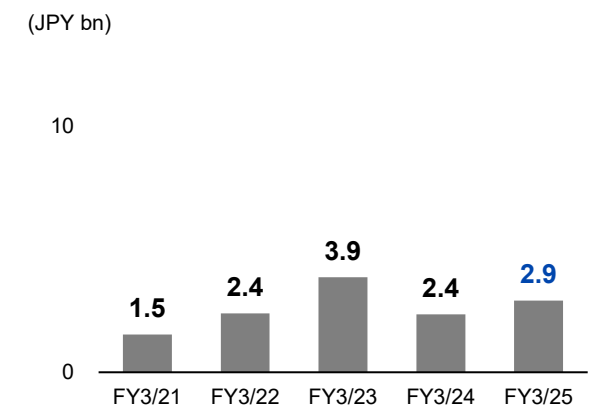
## ICT



## Industrial equipment



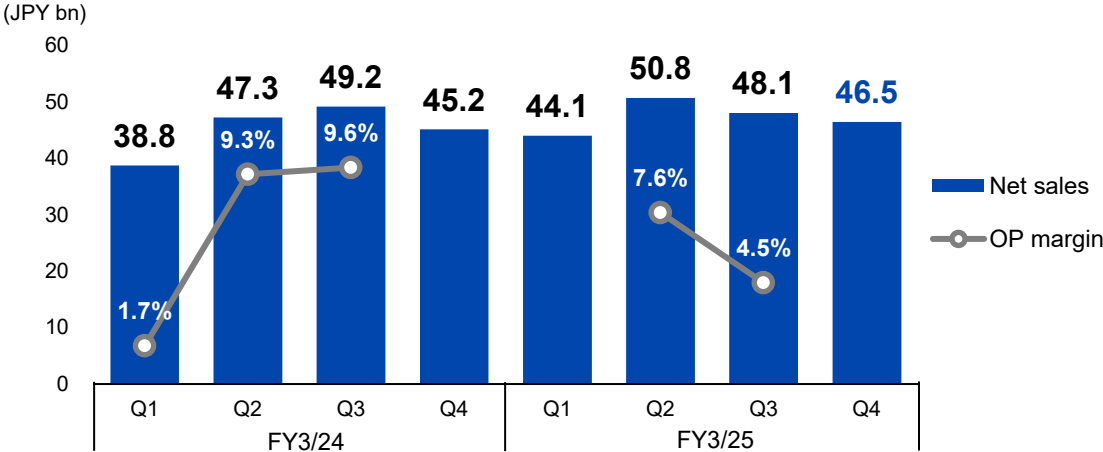
## Others



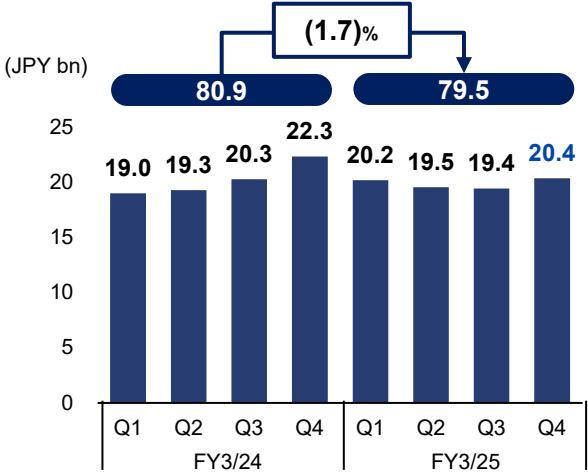
# Quarterly sales by market (FY3/24 – FY3/25)

Sensor Application Products

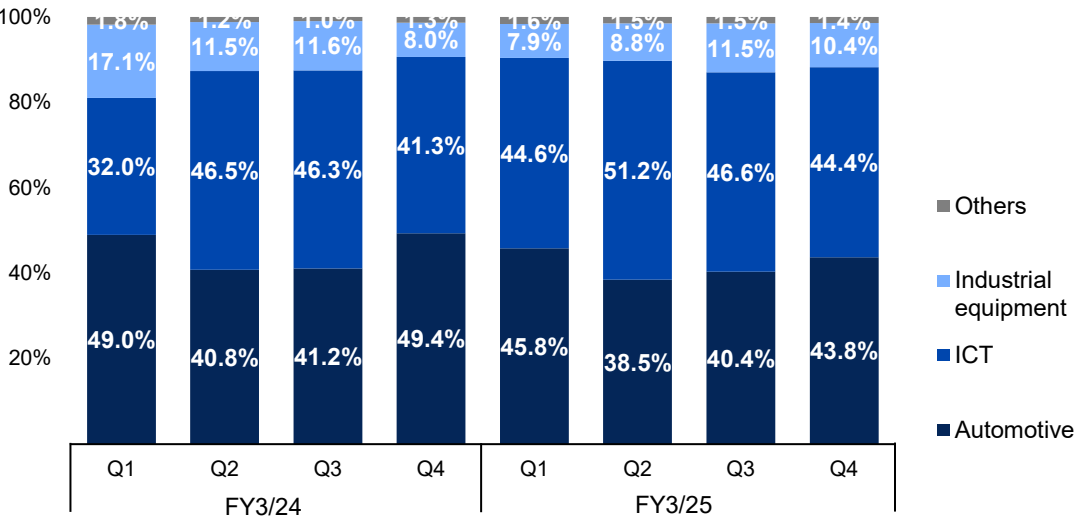
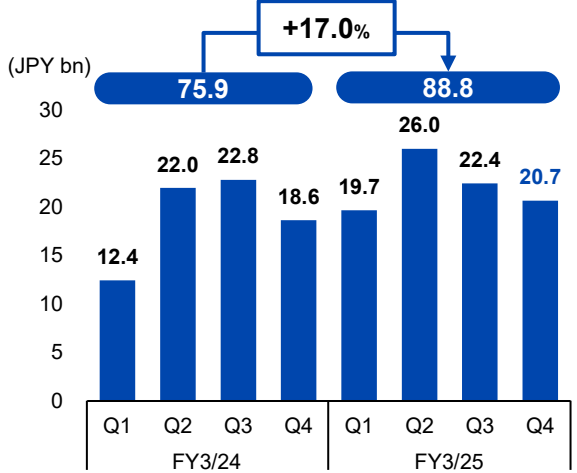
## Net sales, OP margin



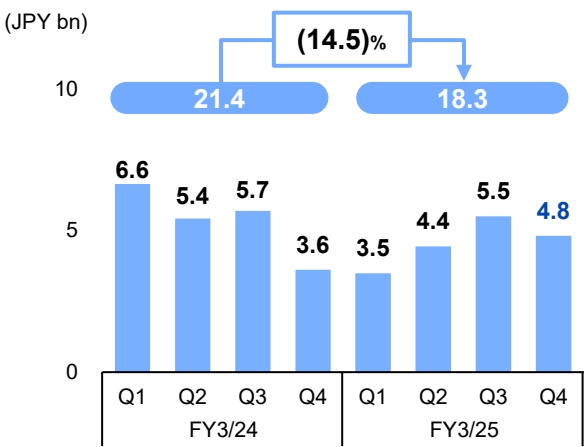
## Automotive



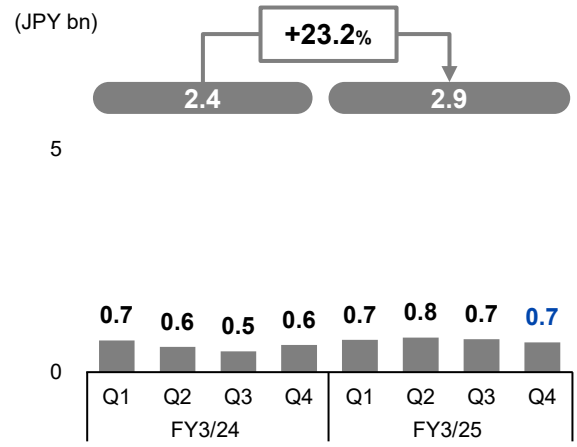
## ICT



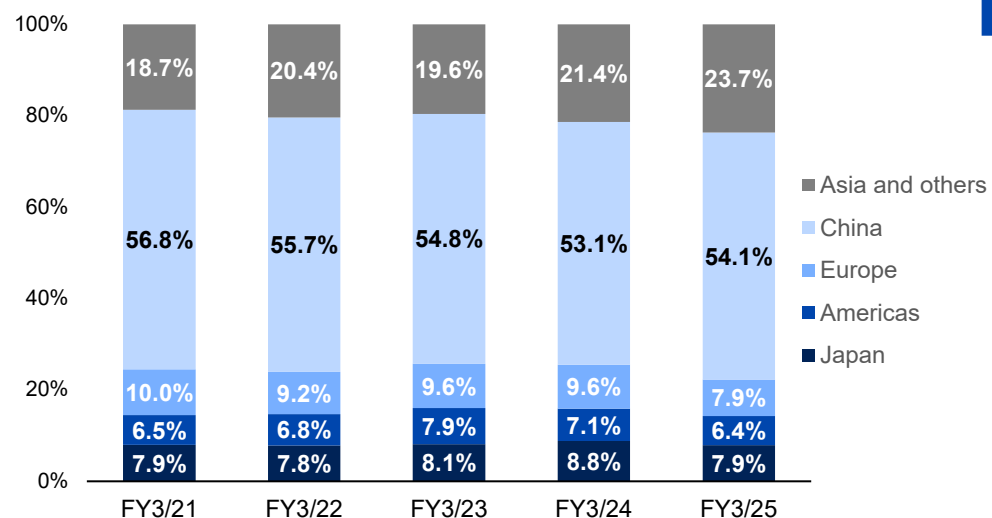
## Industrial equipment



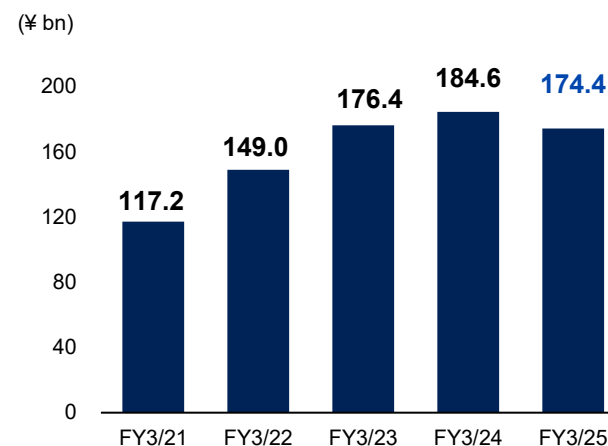
## Others



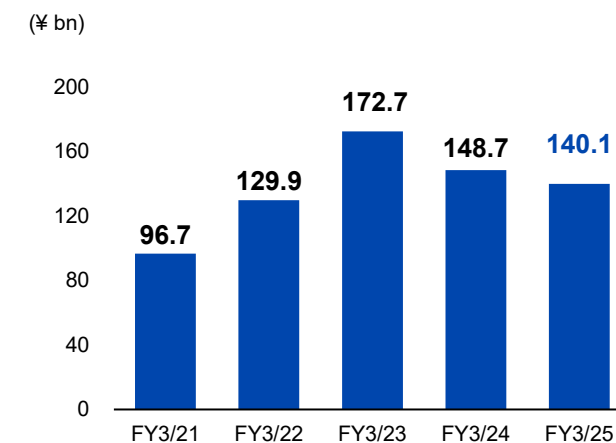
# Annual sales by region (FY3/21 – FY3/25)



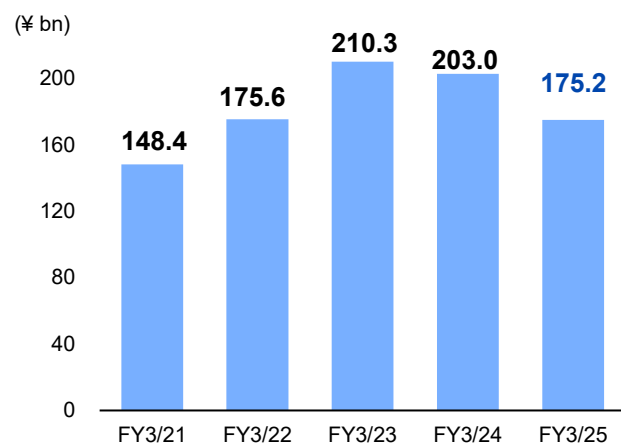
## Japan



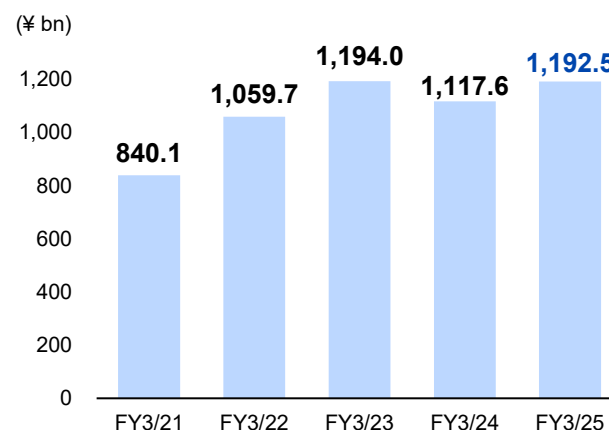
## Americas



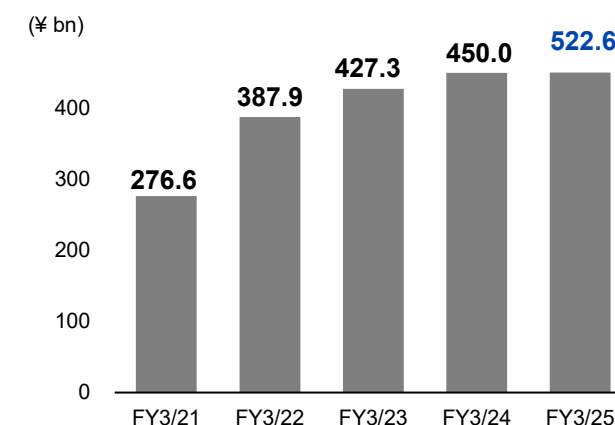
## Europe



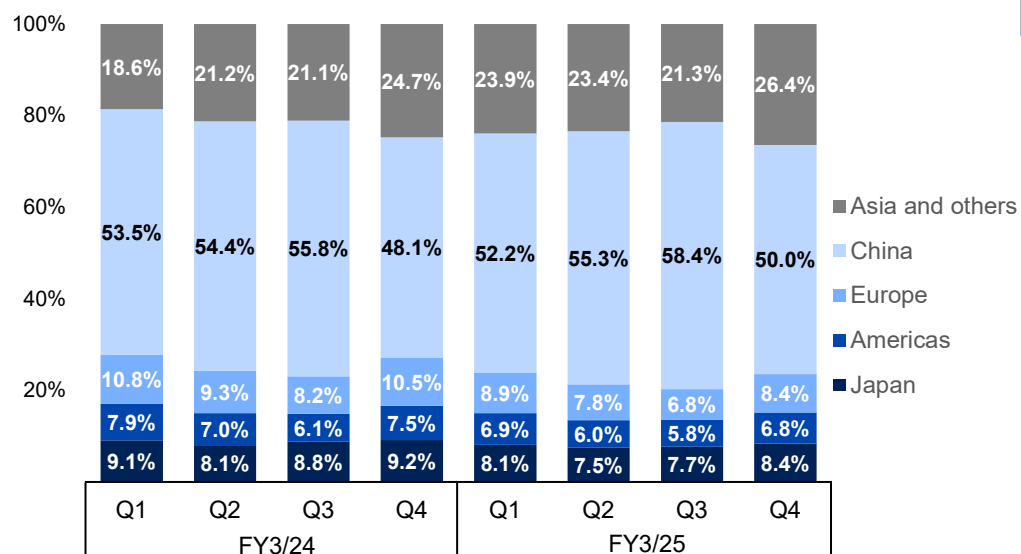
## China



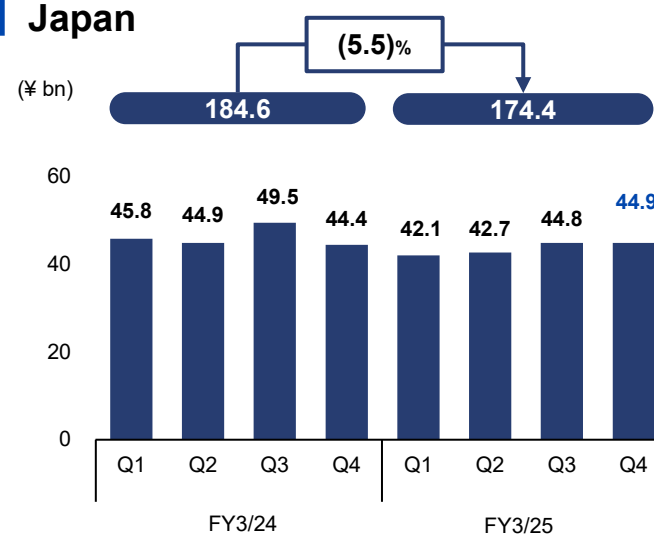
## Asia and others



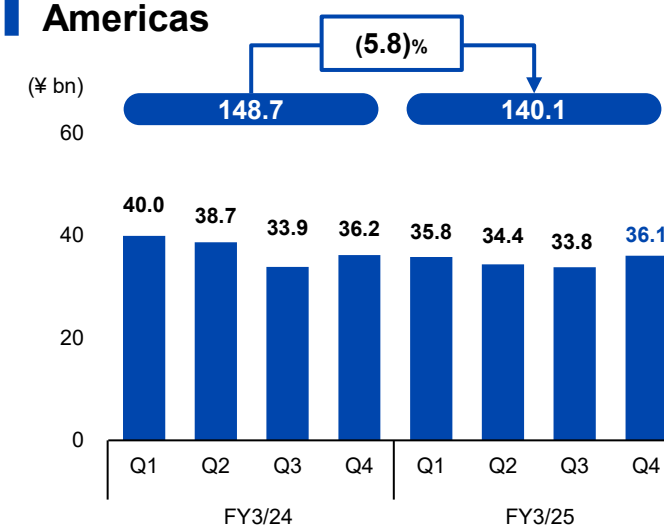
# Quarterly sales by region (FY3/24 – FY3/25)



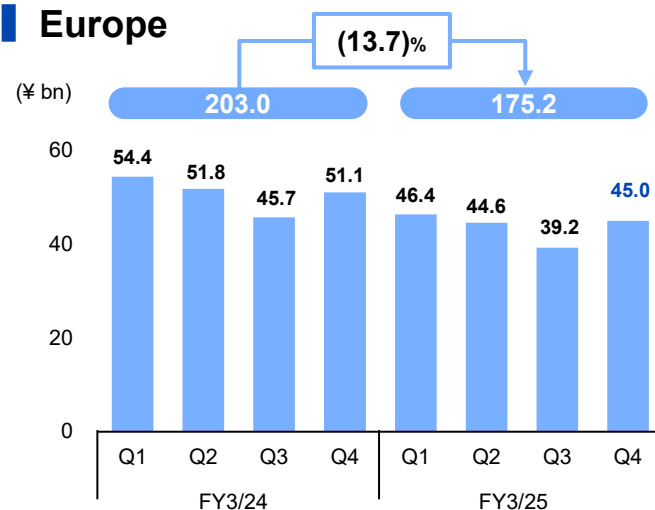
## Japan



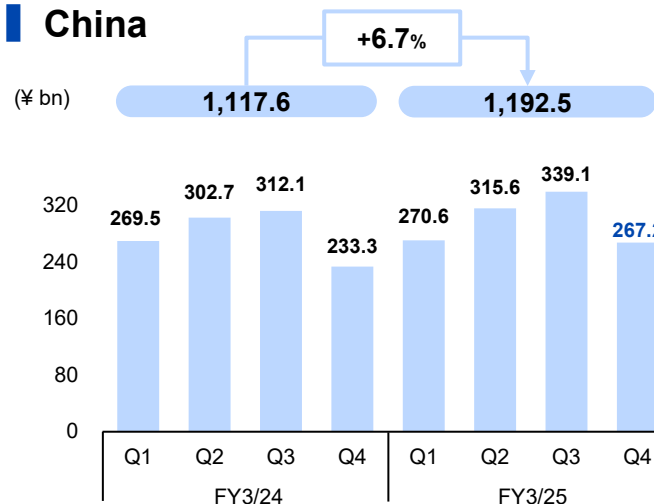
## Americas



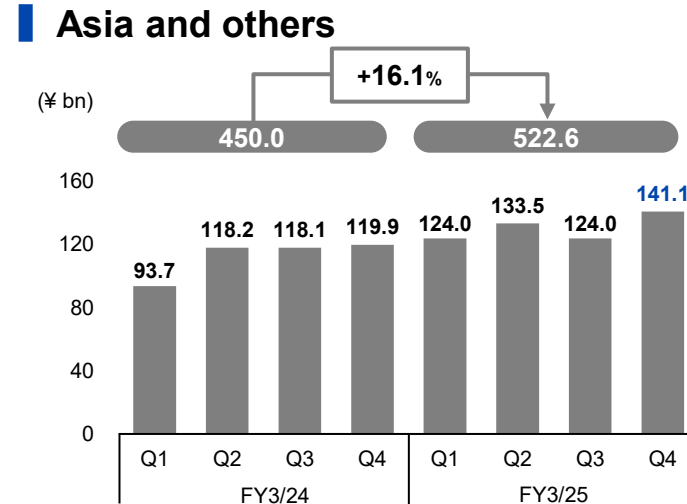
## Europe



## China



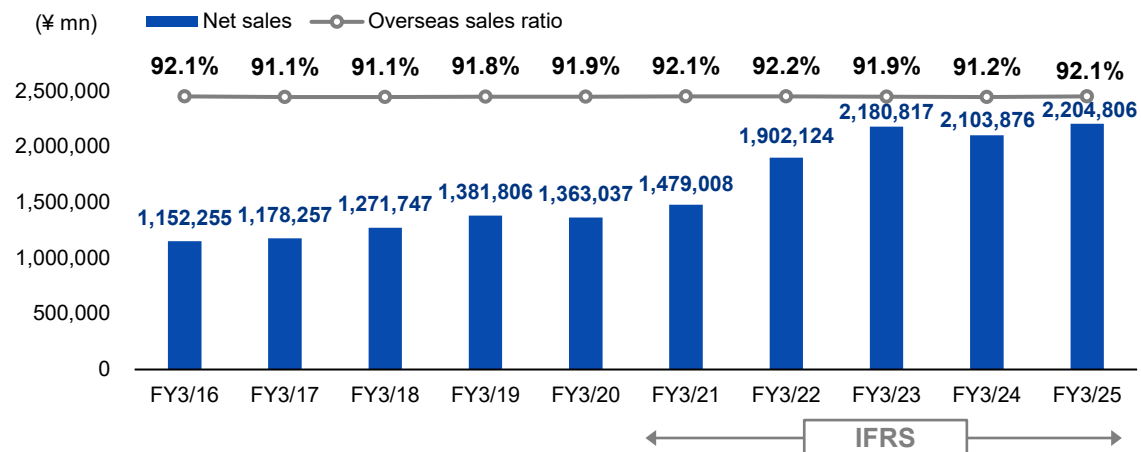
## Asia and others



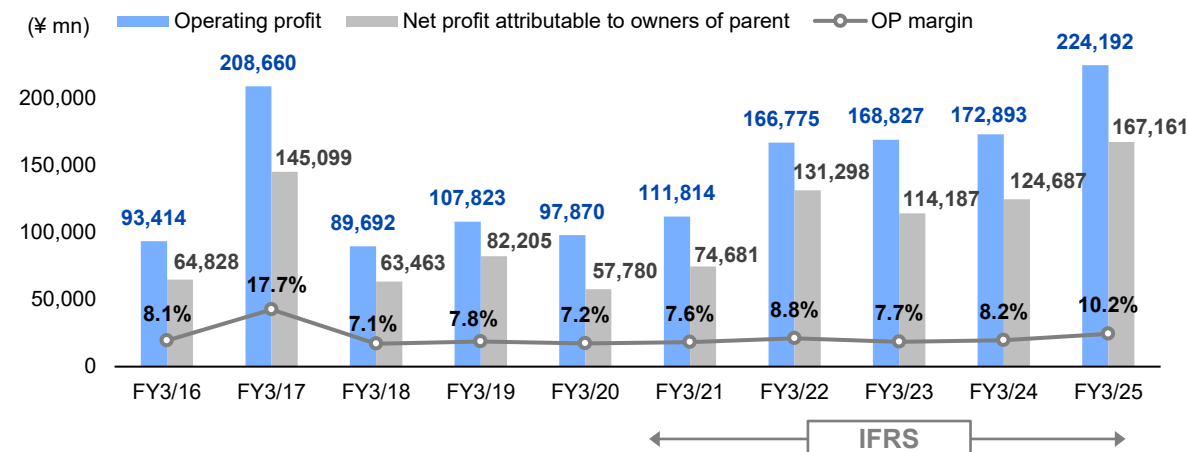


# Financial information: 10-year historical trend

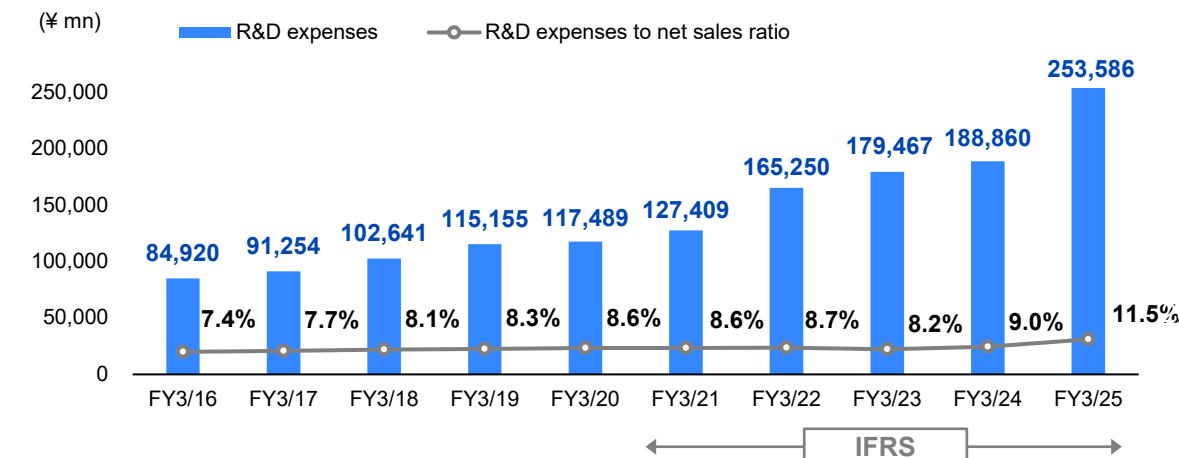
## Net sales, Overseas sales ratio



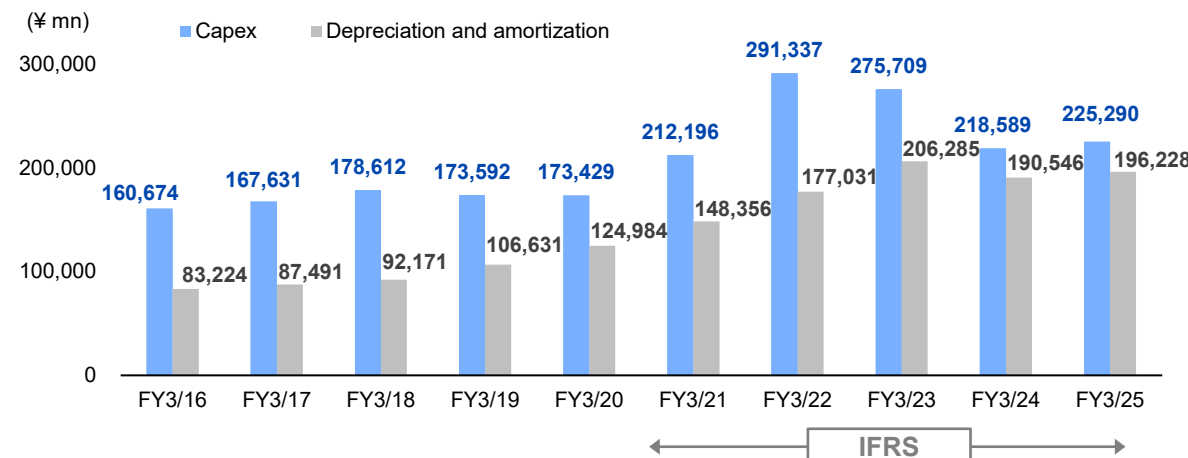
## Operating profit, Net profit attributable to owners of parent, OP margin



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

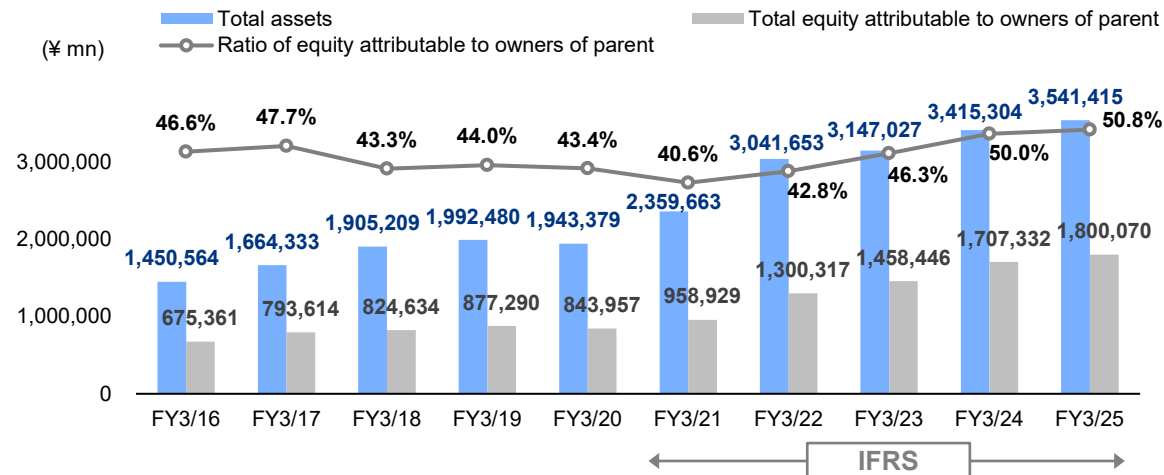


## Capex, Depreciation and amortization

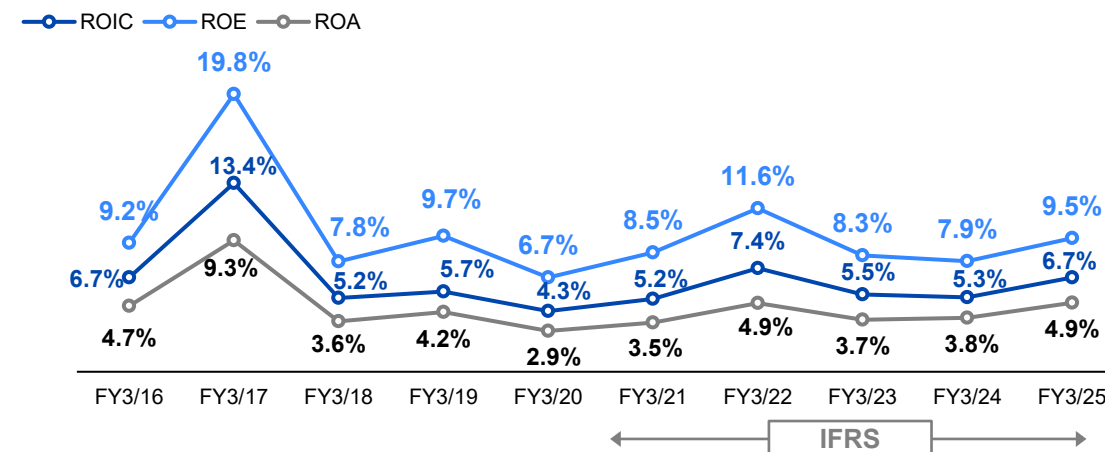


# Financial information: 10-year historical trend

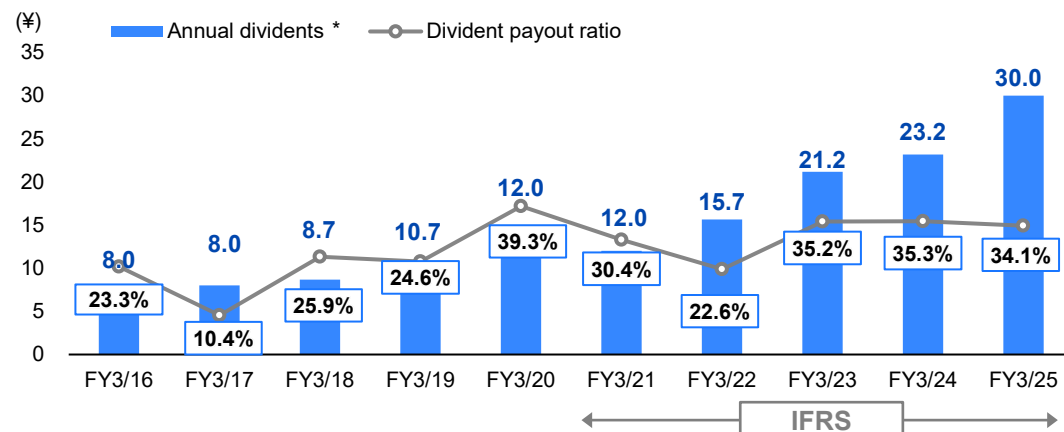
## Total assets, Total equity attributable to owners of parent, Ratio of equity attributable to owners of parent



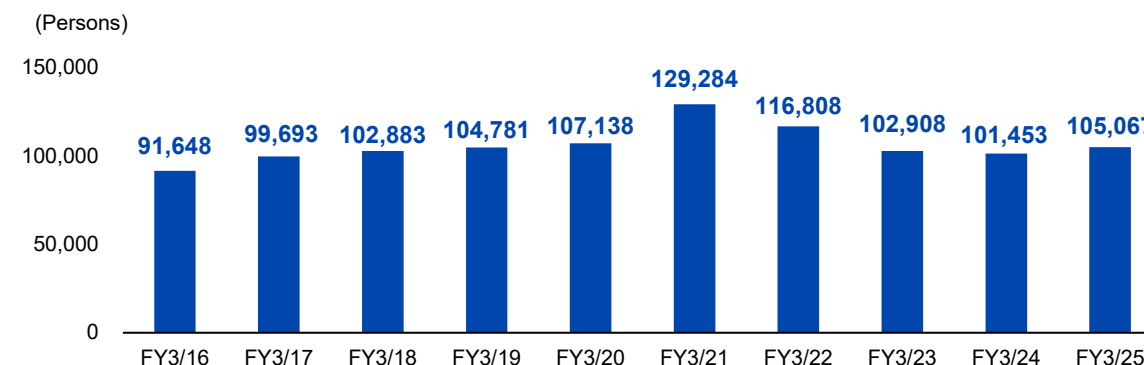
## ROIC, ROE, ROA



## Annual dividends, Dividend payout ratio



## Number of employees



\*Figures have been converted to align with the post-share split standard of a 1 for 5 share split, effective from October 1, 2024.

# Status of inclusion in Indices / Evaluation by external organizations

## Indices

 <b>JPX Prime 150 Index</b>	 <b>FTSE4Good Index Series</b>	 <b>FTSE Blossom Japan Index</b>	 <b>FTSE Blossom Japan Sector Relative Index</b>
 <b>MSCI ESG Leaders Indexes ※1</b>	<b>2024 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX ※2</b>	<b>2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX ※2</b>	 <b>Morningstar Japan ex-REIT Gender Diversity Tilt Index</b>

※1,2 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.

## Evaluation by external organizations

 <b>Extel Japan Executive Team Survey Most Honored Company (2025)</b>	 <b>WICI Japan Integrated Report Award Gold Award (2024)</b>	 <b>NIKKEI Integrated Report Award for Excellence (2022-2024)</b>	 <b>Clarivate Top 100 Global Innovators (the tenth time)</b>
 <b>S&amp;P Global Sustainability Yearbook Member (2020-2024)</b>	 <b>CDP Climate Change A (2024)</b> <b>CDP Water Security A (2020-2024)</b>	 <b>CDP Supplier Engagement Rating: Supplier Engagement Leader (2020-2023)</b>	 <b>Ecovadis Sustainability Rating Gold (2024)</b>
 <b>Health &amp; Productivity Management Organization Recognition Program (2023、2024)</b>	 <b>work with Pride Gold (2024)</b>	 <b>ESG Finance Awards Japan Environmentally Sustainable Company (2024)</b>	 <b>ESG Finance Awards Japan Environmentally Disclosing Progress Company (2024)</b>

# 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 ¥. Because original values, which are managed in units of a million ¥, 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/2025/4q\\_1.html](https://www.tdk.com/en/ir/ir_events/conference/2025/4q_1.html)