



Full Year Performance Briefing

Fiscal Year March 2026

TDK Corporation

April 28, 2026



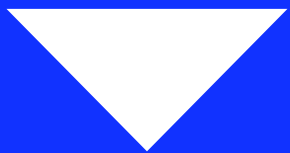
Agenda

- 1. FY March 2026
Results Highlights**
- 2. FY March 2027
Projections**
- 3. Progress on
Medium-term Plan**

Appendix

Key points for Today

- ▶ FY March 2026 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 2027, despite headwinds such as heightened geopolitical tensions in the Middle East and a decline in ICT device production volumes due to soaring memory prices, we will continue to reinforce our management approach that is conscious of "Control the Controllable."
- ▶ While we are generally on track to achieve the targets of the Medium-term Plan, we will further enhance our business portfolio management (emphasizing ROIC) to ensure sustainable mid- to long-term growth. We will proactively invest in various products and technologies for the AI ecosystem, particularly focus on those related to AI data centers.
- ▶ Furthermore, we are intensifying our engagement with investors and analysts. At our Investor Day scheduled for September 1, 2026, we plan to share our progress on strengthening our pre-financial capital, such as software technology and human capital.



1. FY March 2026 Results Highlights

Tetsuji Yamanishi,
Senior Executive Vice President & CFO

FY March 2026 key points

- ▶ Net sales and operating profit increased year on year due to continuous robust demand in the ICT and HDD markets.
- ▶ Net sales and operating profit reached new record highs for the full year of the fiscal year.

Net sales

¥2,504.8 bn

[YoY **+13.6%**]

Operating profit

¥272.4 bn

[YoY **+21.5%**]

- Sales of small capacity batteries and sensors to the ICT market increased considerably.
- Sales of HDD heads and suspension assemblies grew considerably as demand in the HDD market significantly exceeded the previous year's level.
- Sales of sensors and passive components to the automotive market increased despite sluggish sales of battery electric vehicles (BEVs).
- Sales of small capacity batteries, passive components and sensors to the industrial equipment market increased.

FY March 2026 results

*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.

- ▶ Net sales and operating profit increased year on year. TDK set record highs in net sales and all profit items.
- ▶ One-time expenses: ¥13.6 bn

	(¥bn)	FY3/25	FY3/26	Change	
				¥bn	%
Net sales		2,204.8	2,504.8	+300.0	+13.6%
Operating profit		224.2	272.4	+48.2	+21.5%
Operating profit margin		10.2%	10.9%	+0.7pts	-
Profit before tax		237.8	276.8	+39.0	+16.4%
Net profit attributable to owners of parent		167.2	195.7	+28.5	+17.1%
ROIC		6.7%	7.5%	+0.8pt	
Free cash flow (FCF)		201.0	129.9	(71.1)	(35.4)%
Earnings per share (¥)*		88.10	103.09	-	-
USD/JPY		152.66	150.76	1.2% JPY appreciation	
EUR/JPY		163.86	174.76	6.7% JPY depreciation	

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

Net sales	Decreased by approx. ¥2.5 bn
OP	Decreased by approx. ¥10.6 bn

Forex sensitivity (impact by one JPY change)

USD

Net Sales	¥11.0 bn
OP	¥2.0 bn

EUR

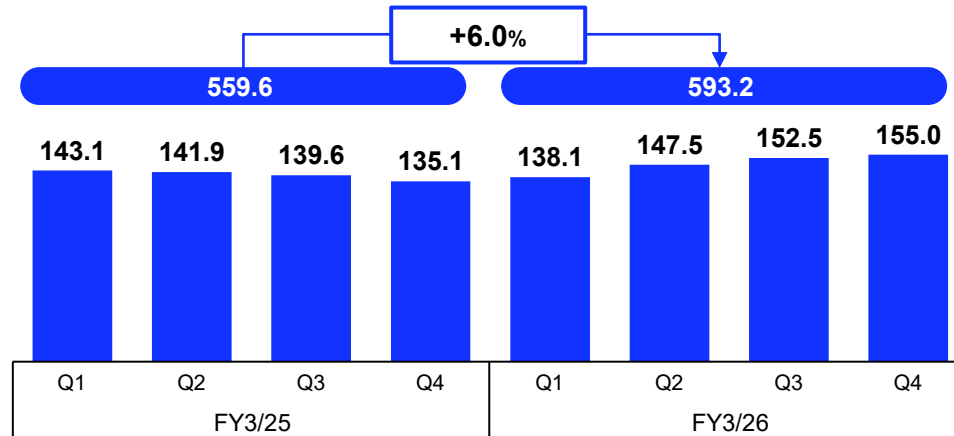
Net Sales	¥2.0 bn
OP	¥0.3 bn

Passive Components segment

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

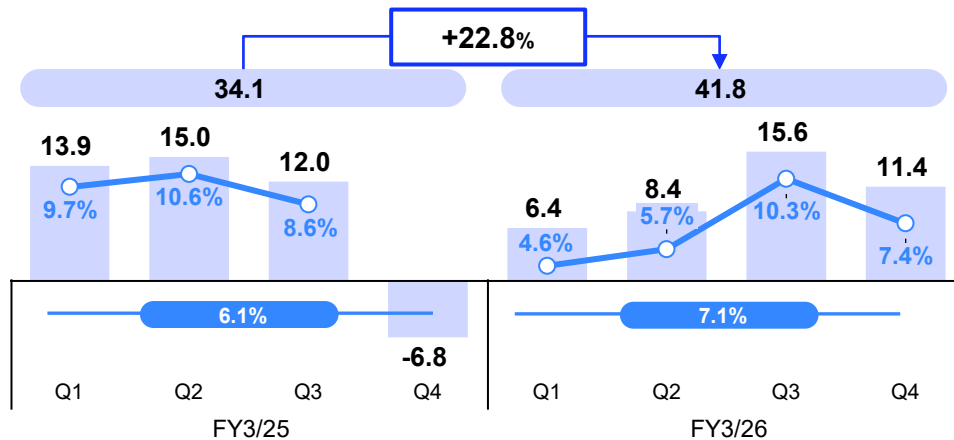
Net sales

(¥bn)



Operating profit, OP margin

(¥bn)



Ceramic capacitors

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

Aluminum electrolytic capacitors and film capacitors

- Sales and profit increased year on year.
- Sales increased to the industrial equipment market significantly.

Inductive devices

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

High-frequency components

- Sales decreased year on year while profitability improved.
- Sales decreased to the ICT and industrial equipment markets.

Piezoelectric material products and circuit protection components

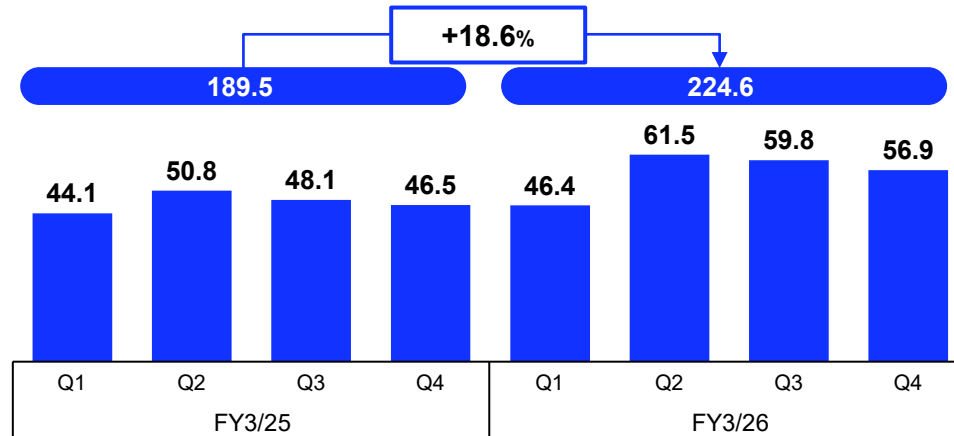
- Sales and profit increased year on year.
- Sales increased to the industrial equipment market.

Sensor Application Products segment

- ▶ Profit in the sensor business as a whole increased considerably due to an increase in sales to the three priority markets.

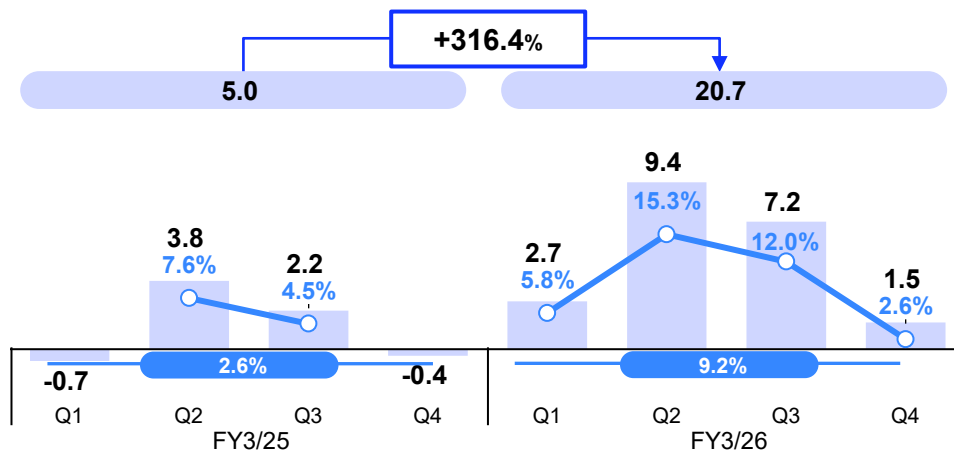
Net sales

(¥bn)



Operating profit, OP margin

(¥bn)



Temperature and pressure sensors

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

Magnetic sensors

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

MEMS sensors

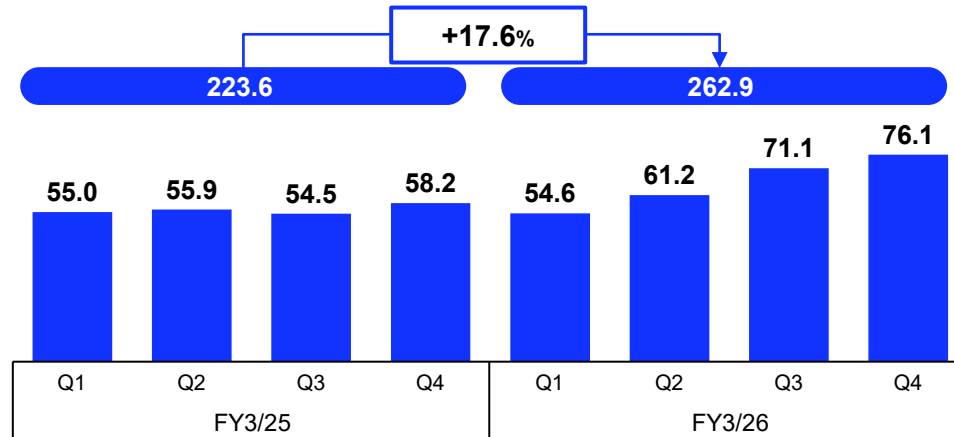
- Sales increased year on year, returning to profitability.
- Sales of microphones to the ICT market increased.
- Sales of motion sensors to the industrial equipment market increased.

Magnetic Application Products segment

- ▶ Sales of HDD heads and suspension assemblies increased due to continuous robust demand in the HDD market, resulting in a significant improvement in profitability.

Net sales

(¥bn)



HDD heads
and HDD
suspension
assemblies

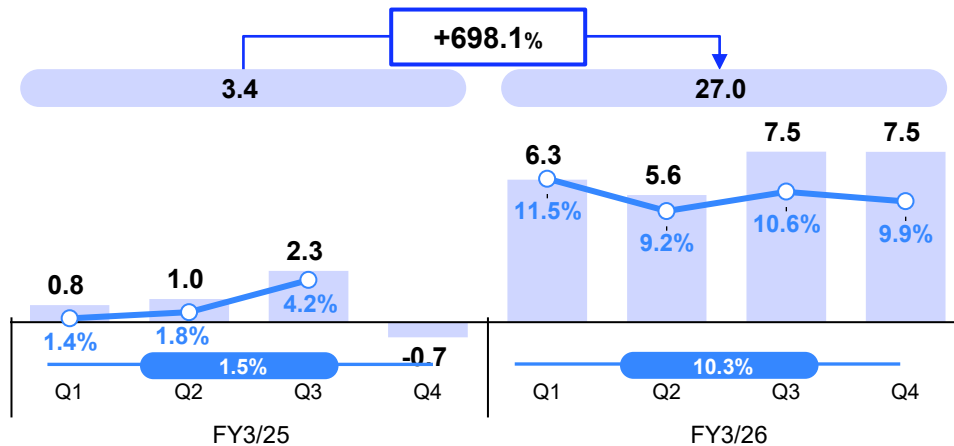
- Sales increased and profit rose significantly year on year.

Magnets

- Sales increased year on year and profitability improved.

Operating profit, OP margin

(¥bn)

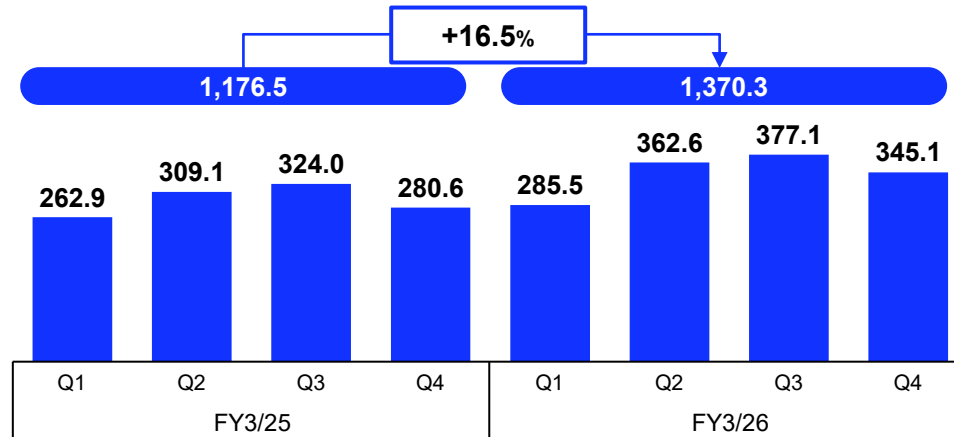


Energy Application Products segment

- ▶ Small capacity batteries posted an increase in sales volume and profit reflecting robust demand in the ICT market.

Net sales

(¥bn)



Energy devices
(Rechargeable
batteries)

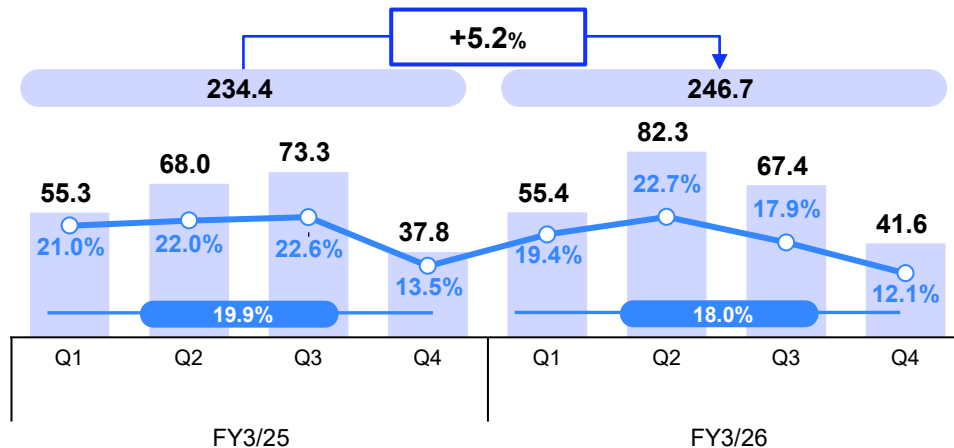
- Sales and profit increased year on year.
- Sales of small capacity batteries increased due to an increase in the sales volume and the effect of new model sales.
- Sales of small capacity batteries increased to the industrial equipment market.

Power supplies

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

Operating profit, OP margin

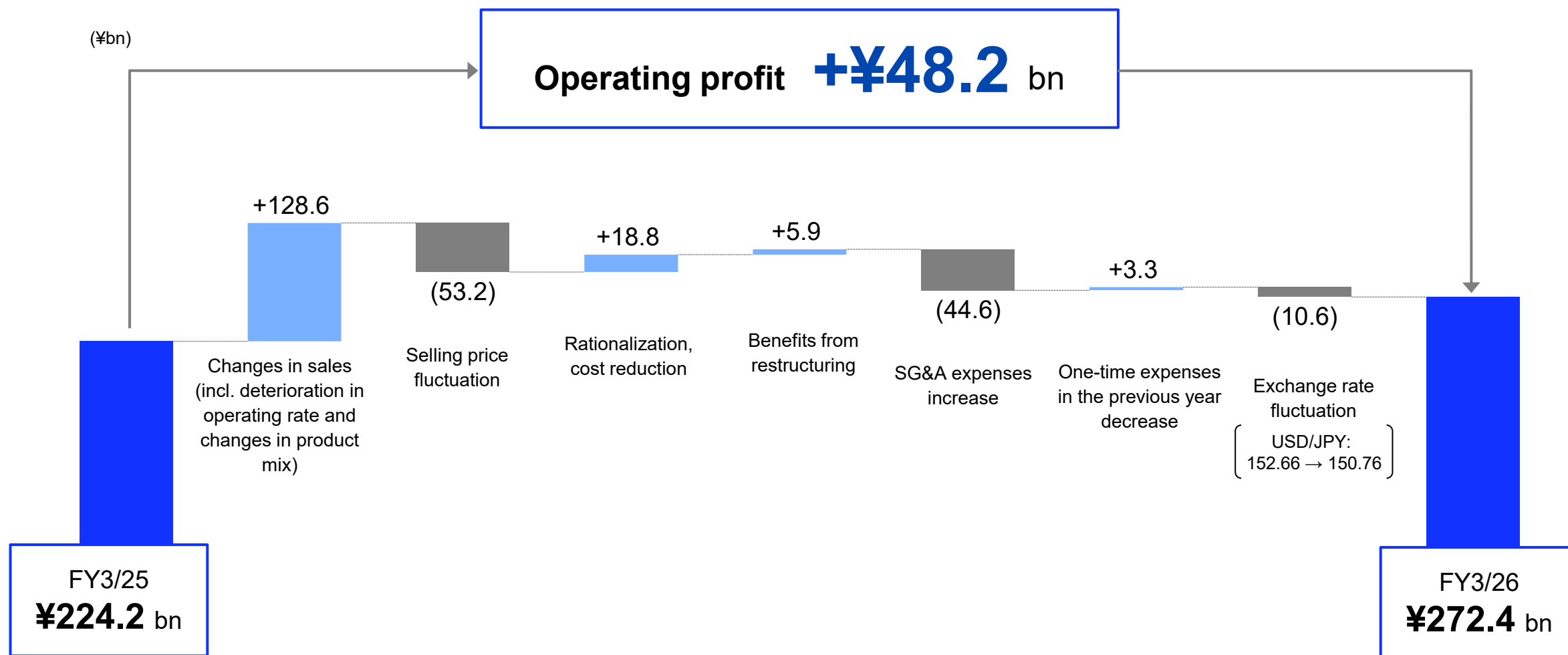
(¥bn)



Quarterly results by segment

		FY3/25	FY3/26	FY3/26	YoY [C] – [A]		QoQ [C] – [B]	
		(¥bn)			¥bn	%	¥bn	%
Net Sales	Capacitors	57.2	66.3	69.3	+12.1	+21.1%	+3.0	+4.5%
	Inductive Devices	49.0	55.8	56.3	+7.3	+14.9%	+0.4	+0.8%
	Other Passive Components	28.9	30.4	29.4	+0.6	+1.9%	(1.0)	(3.2)%
	Passive Components	135.1	152.5	155.0	+20.0	+14.8%	+2.5	+1.6%
	Sensor Application Products	46.5	59.8	56.9	+10.4	+22.3%	(2.9)	(4.9)%
	Magnetic Application Products	58.2	71.1	76.1	+17.8	+30.6%	+5.0	+7.1%
	Energy Application Products	280.6	377.1	345.1	+64.5	+23.0%	(32.0)	(8.5)%
	Other	13.9	14.7	13.2	(0.7)	(4.9)%	(1.5)	(9.9)%
	Total	534.3	675.2	646.3	+112.0	+21.0%	(28.9)	(4.3)%
Operating Profit	Passive Components	(6.8)	15.6	11.4	+18.2	-	(4.2)	(27.1)%
	Sensor Application Products	(0.4)	7.2	1.5	+1.9	-	(5.7)	(79.1)%
	Magnetic Application Products	(0.7)	7.5	7.5	+8.2	-	±0	(0.1)%
	Energy Application Products	37.8	67.4	41.6	+3.8	+10.2%	(25.8)	(38.3)%
	Other	(2.3)	(1.5)	(4.7)	(2.5)	-	(3.2)	-
	Subtotal	27.6	96.2	57.3	+29.7	+107.4%	(38.9)	(40.5)%
	Adjustment	(12.5)	(13.1)	(15.6)	(3.1)	-	(2.5)	-
	Total	15.1	83.1	41.7	+26.6	+176.0%	(41.4)	(49.9)%
Operating profit margin		2.8%	12.3%	6.4%	+3.6pts	-	(5.9)pts	-
USD/JPY		152.82	154.04	156.94				
EUR/JPY		160.69	179.32	183.68				

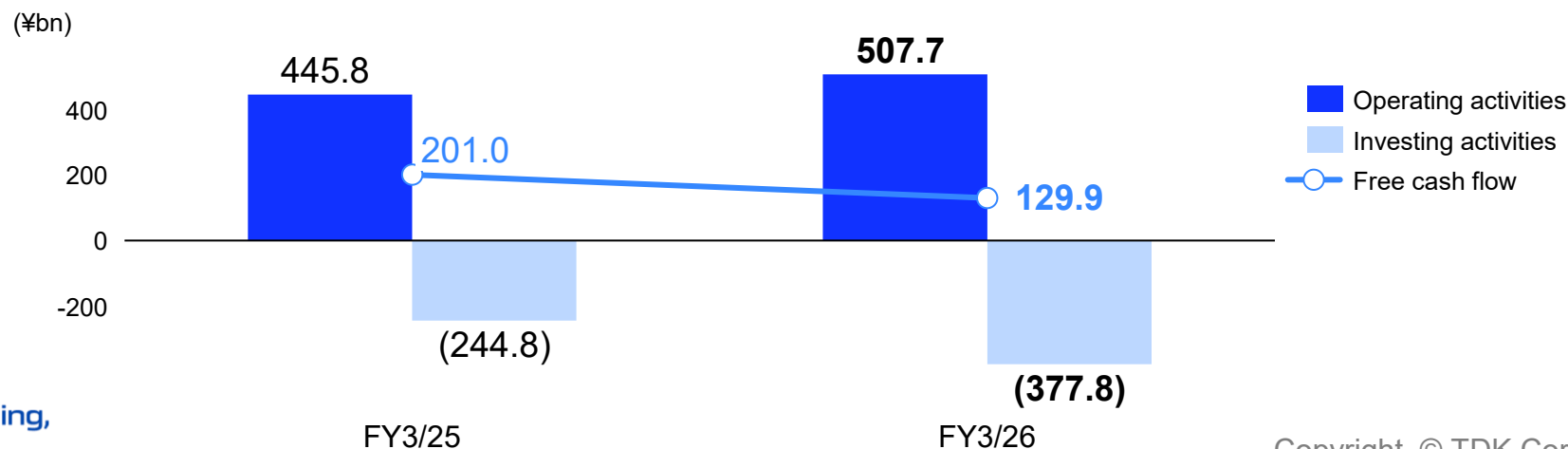
Analysis of change in operating profit – Full Year

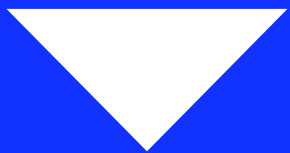


Cash flows – Full Year

(¥bn)	FY3/25	FY3/26	Change
Cash flows from operating activities	445.8	507.7	+61.8
Cash flows from investing activities	(244.8)	(377.8)	(132.9)
Free cash flow	201.0	129.9	(71.1)
Cash flows from financing activities	(143.3)	(64.7)	+78.6
Effects of exchange rate changes on cash and cash equivalents	(10.4)	80.3	+90.6
Cash and cash equivalents	697.3	842.8	+145.5

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





2. FY March 2027 Projections

Tetsuji Yamanishi,

Senior Executive Vice President & CFO

Assumptions for performance forecast – key market predictions

- ▶ While smartphone production volume is expected to decline due to spikes in memory prices, demand for nearline HDD and AI servers is expected to grow.

(Production volume: Unit mn)	FY3/26 Actual	FY3/27 Forecast	
		Volume [B]	YoY [A]vs[B]
Automobile*	92.4	91.6	(1)%
xEV	31.4	35.6	+13%
HEV	8.4	9.6	+15%
PHEV	7.5	8.7	+16%
BEV	15.5	17.2	+11%
Smartphone	1,240	1,112	(10)%
5G Smartphone	817	844	+7%
HDD	127	125	(2)%
Nearline	71	76	+7%
AI Server	2.2	2.6	+21%
Notebook PC	205	181	(12)%
Tablet	152	140	(8)%

*:The number of Automobile includes commercial vehicles.

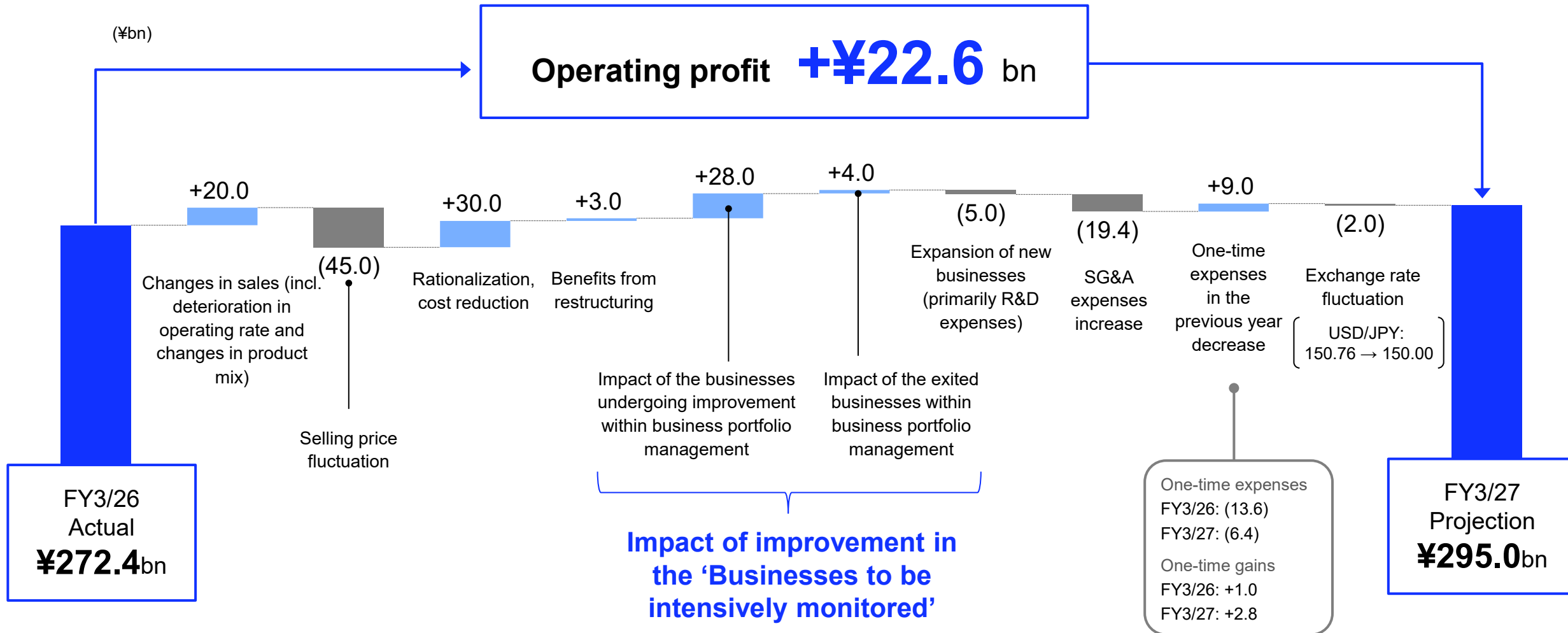
FY March 2027 projections

	(¥bn)	FY3/26 Actual	FY3/27 projections	Change	
				¥bn	%
Net sales		2,504.8	2,580.0	+75.2	+3.0%
Operating profit		272.4	295.0	+22.6	+8.3%
Operating profit margin		10.9%	11.4%	+0.5pts	-
Profit before tax		276.8	300.0	+23.2	+8.4%
Net profit attributable to owners of parent		195.7	225.0	+29.3	+15.0%
ROIC		7.5%	8.0%	+0.5pts	-
Free cash flow		129.9	60.0	(69.9)	(53.8)%
Earnings per share (¥)		103.09	118.54	-	-
Annual dividends (¥)		36.00	40.00	-	-
USD/JPY		150.76	150.00	-	-
EUR/JPY		174.76	175.00	-	-

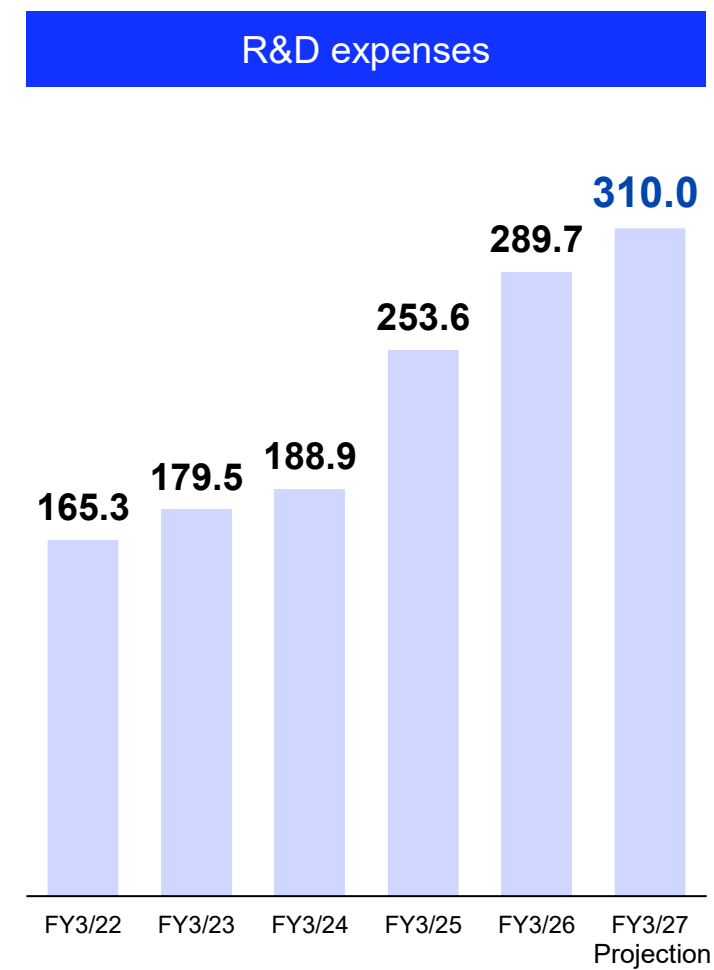
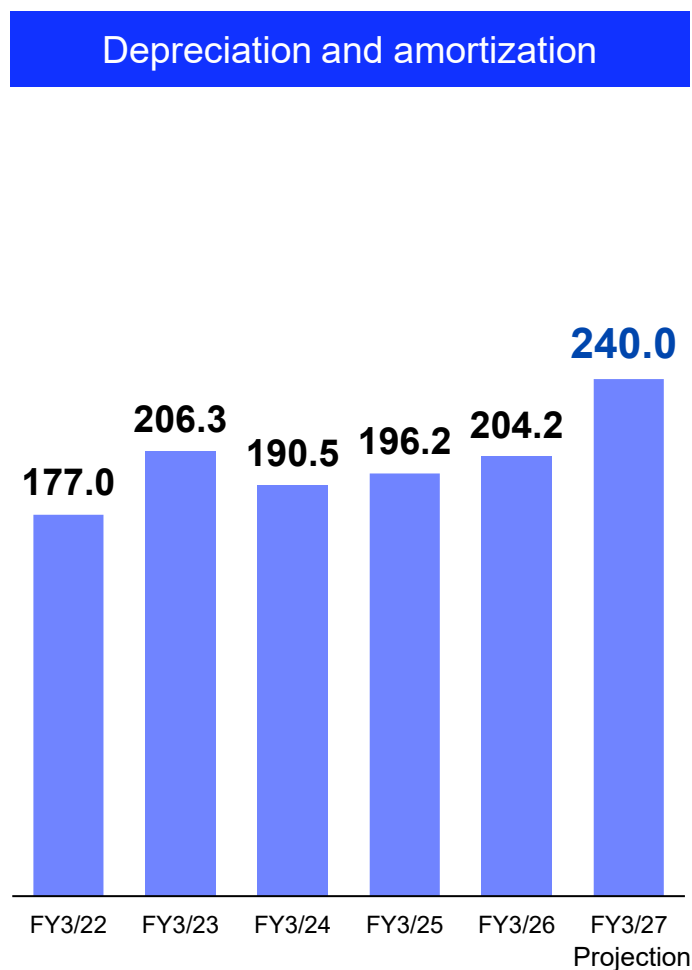
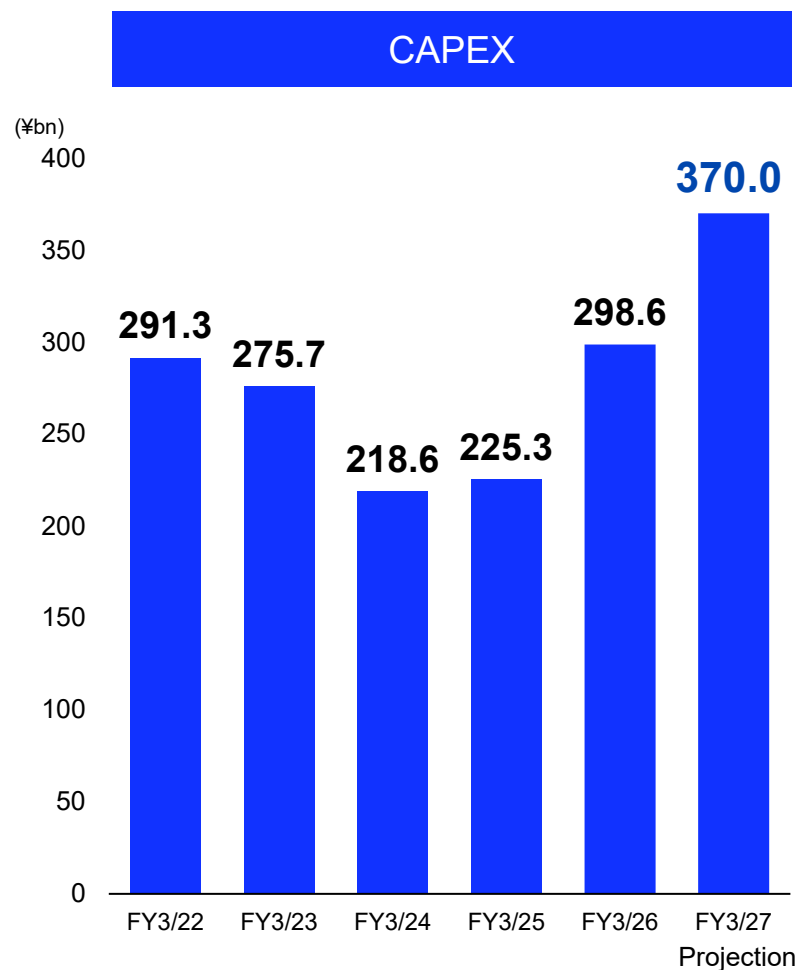
Projections by segment for FY March 2027

	FY3/26 Actual	FY3/27 projection (YoY)	Factor
Passive Components	593.2	+5 ~ +8%	<ul style="list-style-type: none"> Sales of inductive devices to the automotive market and products for AI server applications are expected to increase.
Sensor Application Products	224.6	±0 ~ +3%	<ul style="list-style-type: none"> Sales of magnetic sensors to the ICT market are expected to decrease. Sales of MEMS sensors are expected to increase.
Magnetic Application Products	262.9	+21 ~ +24%	<ul style="list-style-type: none"> Sales of HDD heads and suspension assemblies are expected to increase.
Energy Application Products	1,370.3	(3) ~ ±0%	<ul style="list-style-type: none"> Sales of small capacity batteries to the ICT market are expected to decrease.
Other	53.8	-	
Total	2,504.8	2,580.0	
USD/JPY	150.76	150.00	
EUR/JPY	174.76	175.00	

Analysis of change in operating profit projection

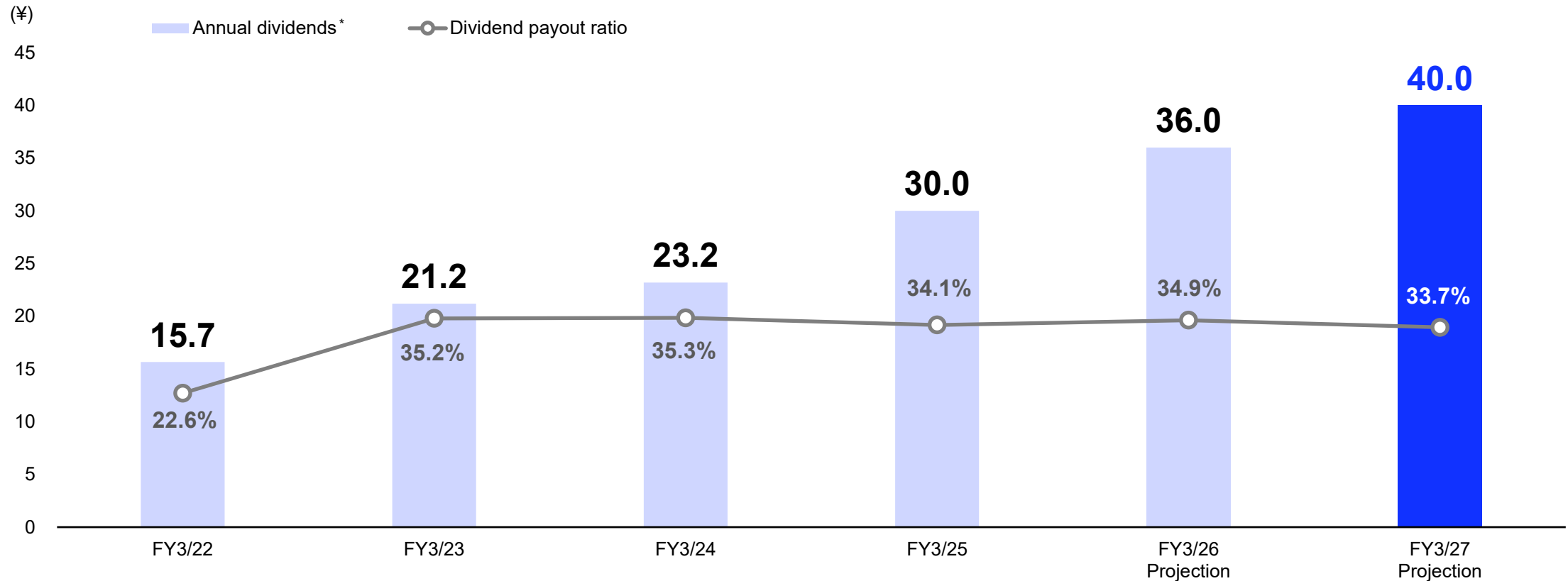


CAPEX, Depreciation, and R&D expenses – Projections

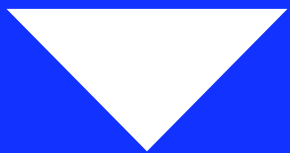


Shareholder returns

- ▶ Dividends for FY March 2026 are expected to increase by an upward revision from initial plans.
- ▶ For FY March 2027, dividends of ¥40 per share are projected.



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



3. Progress on Medium-term Plan

Noboru Saito,
President & CEO

Progress on Financial KPIs

- ▶ In FY3/26, we achieved initial targets; no change to final-year targets of the Medium-term Plan (FY3/27).
- ▶ Management's focus is oriented toward the mid- to long-term target state.



		FY3/26	FY3/27		Mid/long-term target state
			Projection	Target	
Growth	Net sales [¥ bn] (CAGR)	2,504.8	2,580.0	2,500.0 (approx.5%)	(10% or more)
	ROE	9.8%	10.3%	10% or more	15% or more
Efficiency	ROIC (> WACC)	7.5% (> 7.0%)	8.0% (> 7.0%)	8% or more	12% or more
	Operating profit margin(OPM)	10.9%	11.4%	11% or more	15% or more
Financial soundness	Shareholders' equity ratio	49.5%	51%	50% level	-
	D/E ratio	0.28x	0.3x	0.3 - 0.4x	-

Exchange rate assumptions

¥151/US\$

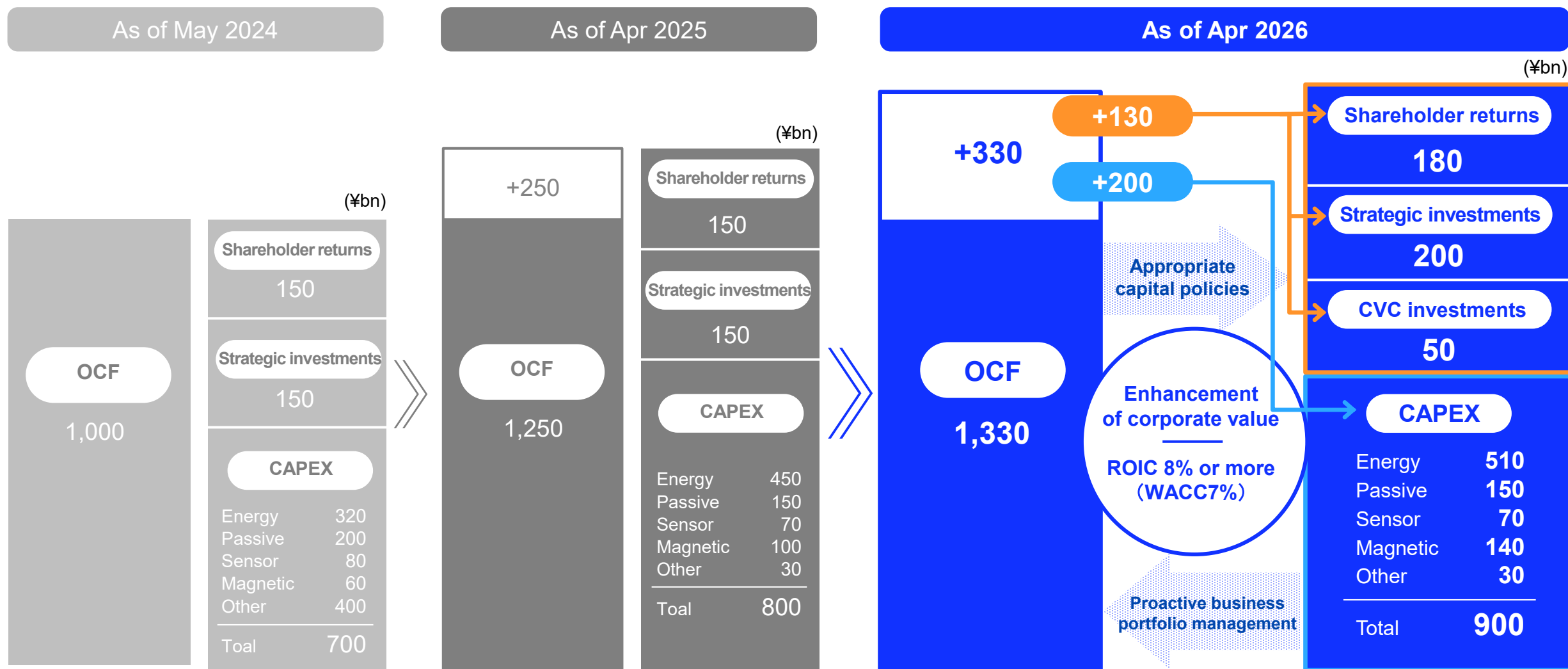
¥150/US\$

¥135/US\$

¥135/US\$

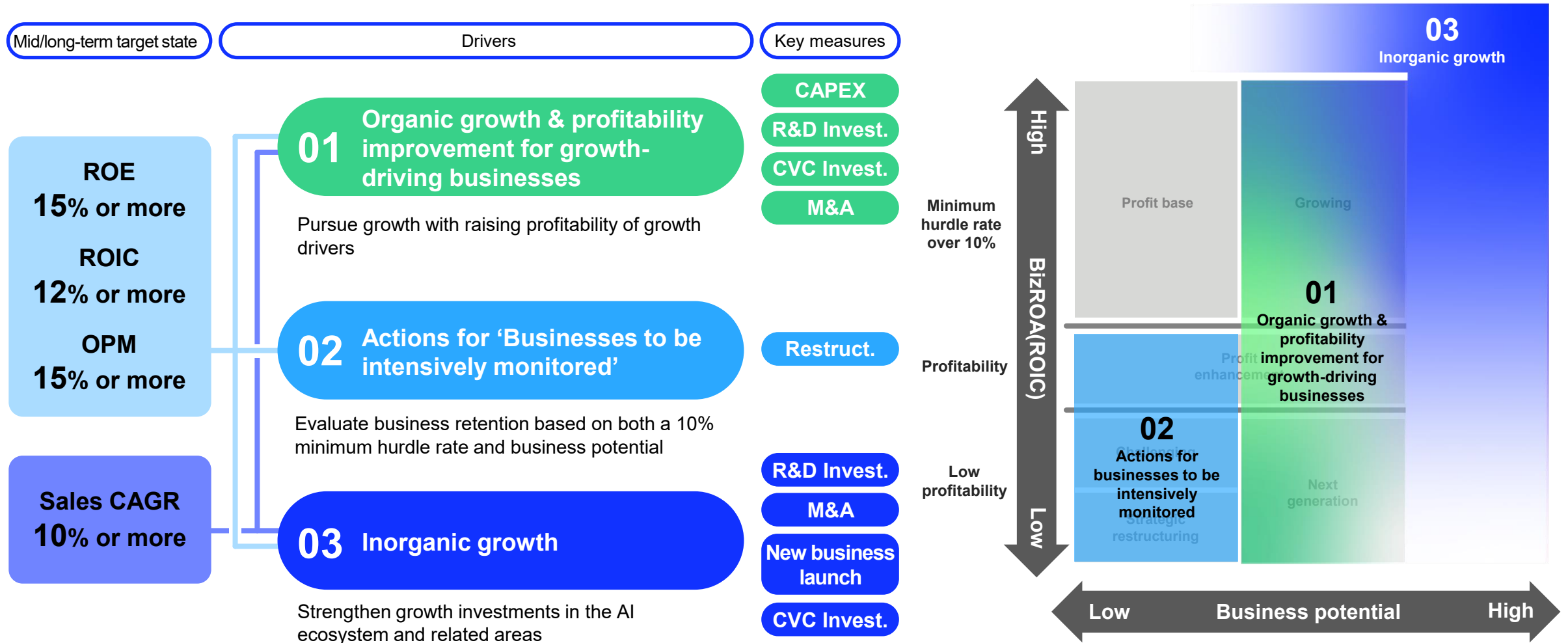
Change of capital allocation plan (FY3/25 to FY3/27 accumulated)

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



Toward realizing our mid- to long-term target state

- ▶ We will further advance our business portfolio management by pursuing both organic and inorganic growth.



TDK constantly contributes to the entire AI ecosystem

Organic growth & profitability
improvement for growth-
driving businesses

01



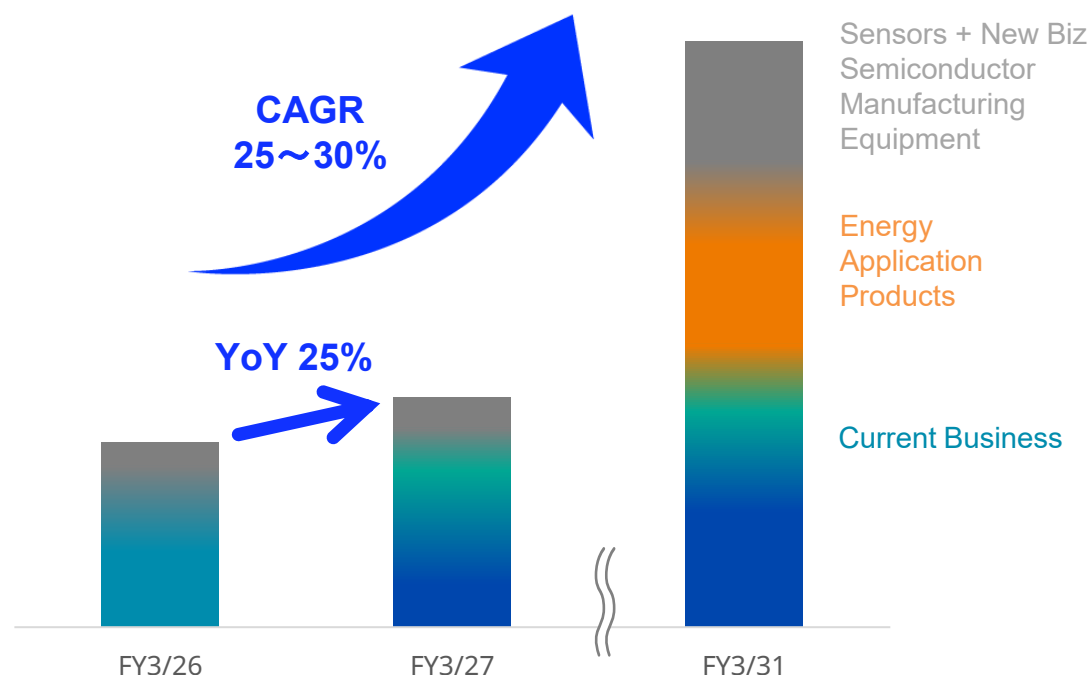
*: Semiconductor manufacturing equipment

We will help boost sales for the entire AI ecosystem

Organic growth & profitability
improvement for growth-
driving businesses

01

Sales for AI Market (FY3/26 Actual - FY3/31 Target)



Products	Progress
Current business	Passive Components <ul style="list-style-type: none"> ● Increase in supply capacity for aluminum electrolytic capacitors ● Capacity expansion for thin-film and wire-wound inductors ● Broaden product lineup for optical switches
	HDD heads and suspensions <ul style="list-style-type: none"> ● Continue expansion of suspension production capacity ● Prepare for mass production of HAMR
Medium capacity batteries	<ul style="list-style-type: none"> ● Broaden product lineup for AI data centers
Semiconductor manufacturing equipment	<ul style="list-style-type: none"> ● Launch industry-first mass production of nanocomposite material
Sensors + New Biz	<ul style="list-style-type: none"> ● Collaboration of EdgeRX platform with AWS ● Established ARPBD to strengthen sales synergies

Update of HDD Market components

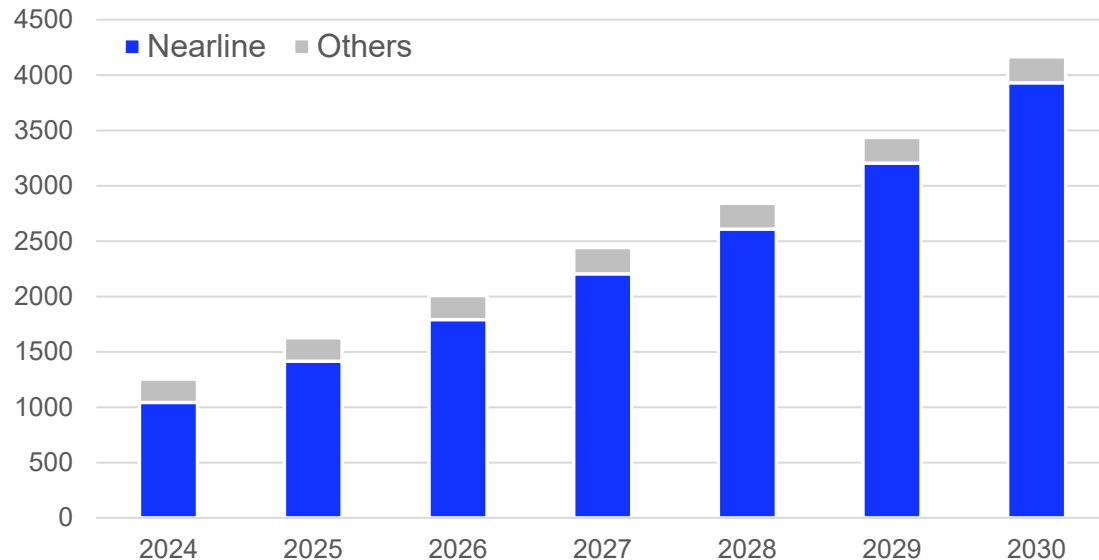
Organic growth & profitability
improvement for growth-
driving businesses

01

- ▶ Nearline HDD demand continues to increase due to ongoing growth in demand for high-capacity storage
- ▶ Enhance value via next-generation technology(MAMR, HAMR and Tri-SA) investments to be a high-margin business

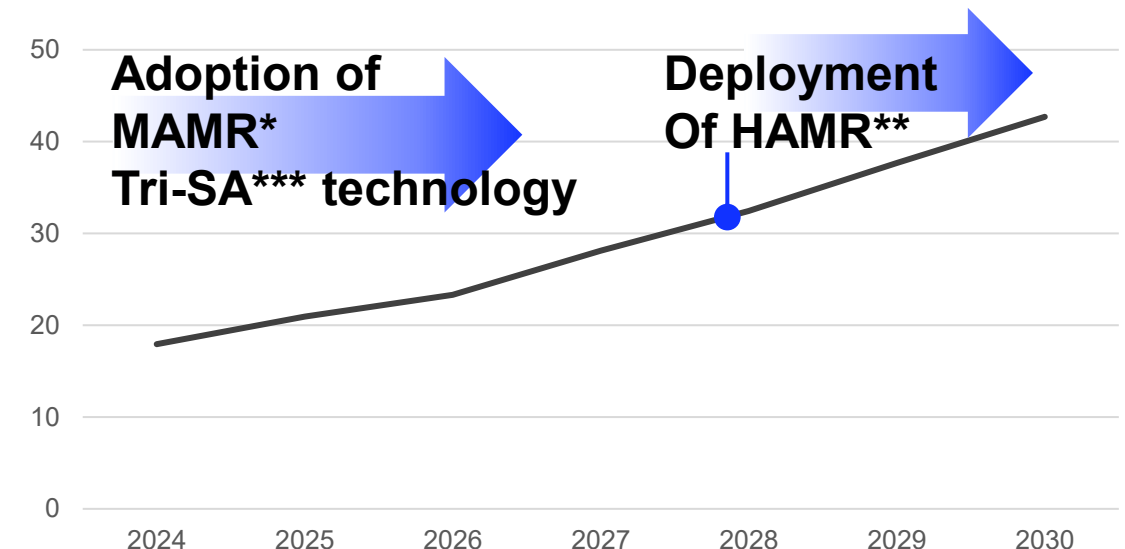
HDD Exabytes Shipment Forecast

unit:Exabyte



Capacity per Nearline HDD unit forecast

unit:TB
TB



Source: TrendFocus, HDD Information Service, CQ4'25 Update and Long-Term Forecast, February 2026

Key Initiatives



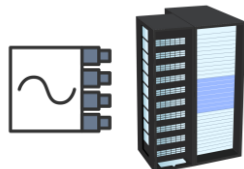








- Continue R&D and capital investment to enable mass production of HAMR technology
- Ongoing expansion of Tri-SA capacity

* MAMR: Microwave-Assisted Magnetic Recording

**HAMR: Heat-Assisted Magnetic Recording

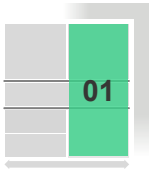
***Tri-SA: Tri-Stage Actuator Suspension

Organic growth & profitability improvement for growth-driving businesses

AC High Voltage			DC High Voltage			DC Low Voltage		
PW Grid			UPS *			PSU **		
								
AC >			AC ~240V			400Vdc-or 800Vdc		
<p>High Voltage</p> <p>400-800V</p> <p>High-Voltage Capacitors</p> <p>Aluminum Capacitors, MLCCs, and Film Capacitors</p>			<p>High Voltage</p> <p>MLCC</p>			<p>MLCC</p>		
<p>Reactor</p> 			<p>Ferrite Core</p>  <p>Power-use inductor</p> 			<p>Pulse Trans-former</p> 		
						<p>48V</p>		
			<p>Hybrid Polymer</p>  <p>MLCC</p> 			<p>12V</p>		
			<p>Low-Voltage & High-Capacitance Capacitors</p>			<p><1V</p>		
			<p>Power-use inductor</p>  <p>Chip Beads</p> 			<p><1V in Package</p>		
			<p>Low-Voltage & High-Current Thin-film & Wire-wound Inductors</p>			<p>Optical Transceiver Module</p>		
			<p>Thin-film Inductors & Chip Beads</p>			<p>Chip NTC</p>		
						<p>Thin-Film Capacitor</p>		

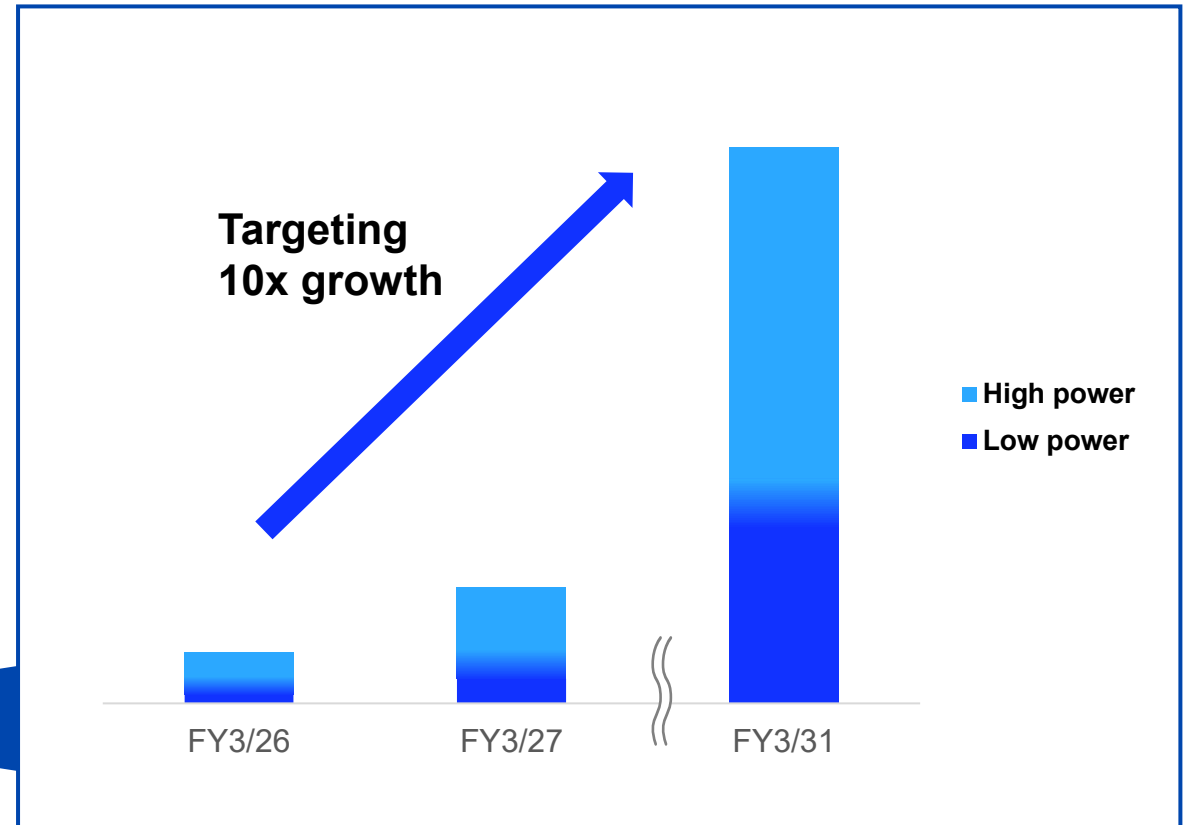
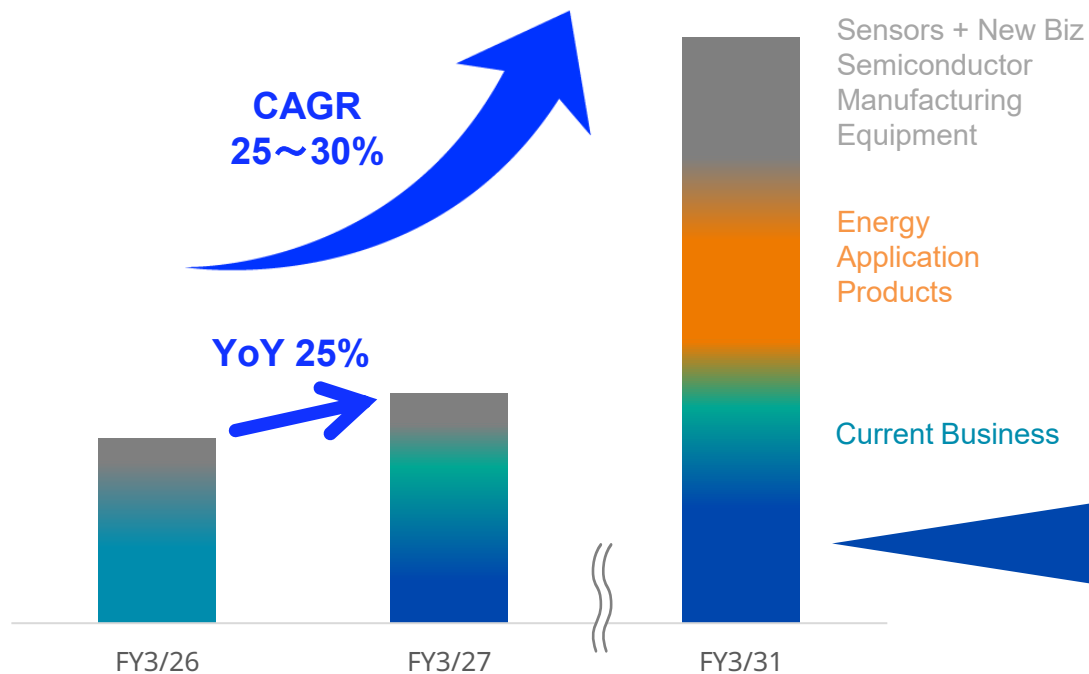
Scaling up Passive Components sales for AI data center-related applications

Organic growth & profitability
improvement for growth-
driving businesses



■ Sales for AI Market (FY3/26 Actual ▪ FY3/31 Target)

Sales forecast of passive components for AI data center-related applications



Growth strategy for semiconductor manufacturing equipment

Organic growth & profitability
improvement for growth-
driving businesses

01

Business strategy

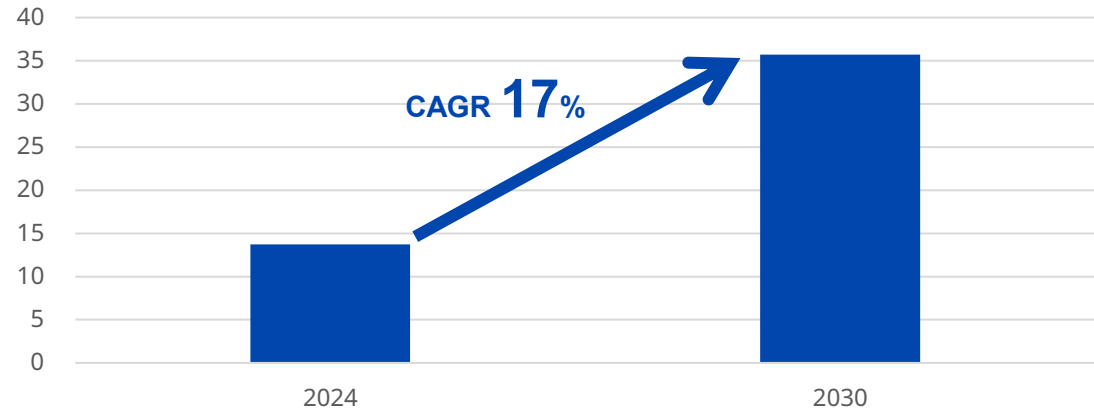
- Contribute to the AI ecosystem by combining materials and equipment technologies
- Combine proprietary bonding materials technology with bonding systems
- Require action on high thermal dissipation products for AI and power ICs
- Focus on high-reliability bonding products for logic ICs and develop the market

Requirement from market

- Alongside front-end miniaturization and thinning, increased density in back-end PKG is critical to semiconductor advancement.
- In back-end PKG, high-precision bonding and high thermal dissipation to reduce power consumption losses are crucial.

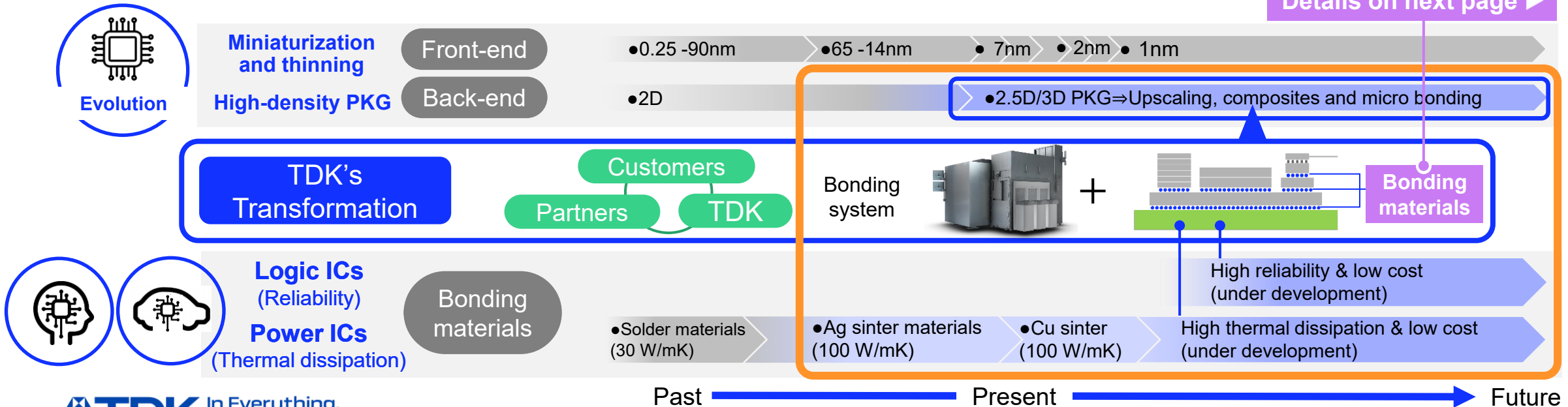
Advanced-packaging market growth rate

(US\$ bn)



Source: Yole Development

Details on next page ▶

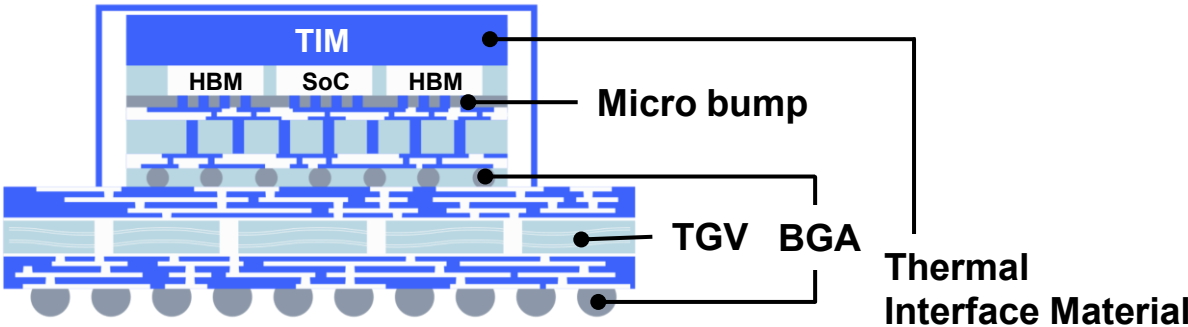


Commercializing Precious-Metal-Free Semiconductor Bonding Materials Nanocomposite Particles

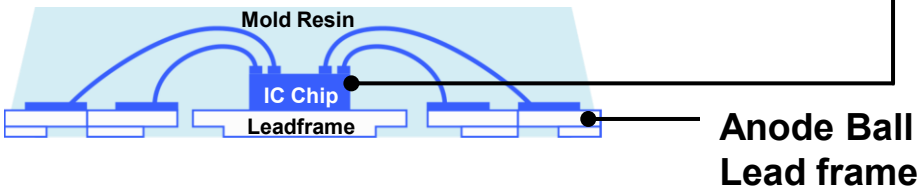
- ▶ Pioneering the industry’s first mass production of Nanocomposite particles
 - ▶ Integrating advanced materials with TDK’s proprietary process technologies and equipment to achieve fine-pitch, high-reliability bonding and superior heat dissipation, thereby driving energy efficiency.
- Nanocomposites = Nanoscale composite materials, including alloys

- Advanced bonding and plating materials that enable fine-pitch, high-reliability connections for 2.5D/3D packaging.
- Reducing power consumption in AI and power semiconductors through superior heat dissipation performance.
- Delivers high environmental compatibility through a lead-free composition, while remaining entirely precious-metal-free.

Logic ICs



Power ICs



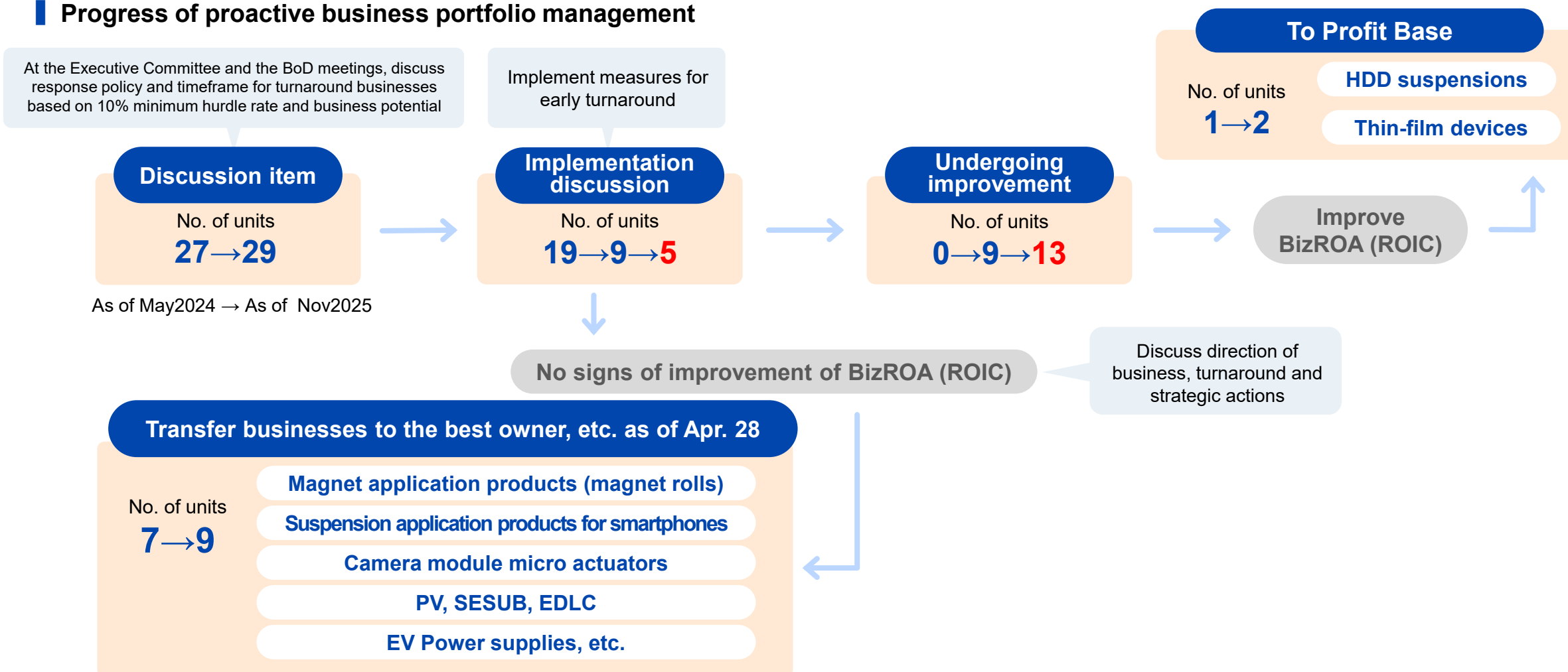
	Convention materials		▶ Nanocomposites
Material	Ag sinter	Sn-3Ag-0.5Cu	Nanocomposites
Heat Resistance	~200 degC (High melting point but soft)	~150 degC (Low melting point and soft) ☹️	~200 degC (Middle melting point and stiff) 😊
Void	~ 10 % (due to micro pore) ☹️	~ 8% (due to Kirkendall void)	~ 5% (can reduce Kirkendall void) 😊
Cracks	☹️	☹️	😊
Heat Dissipation	~ 50 W/m · K (due to micro pore)	~ 35 W/m · K (due to Kirkendall void)	~ 100 W/m · K (thinner) 😊
Cost	☹️	☹️	😊

Source: TDK Estimate

Improving profitability of 'Businesses to be intensively monitored'

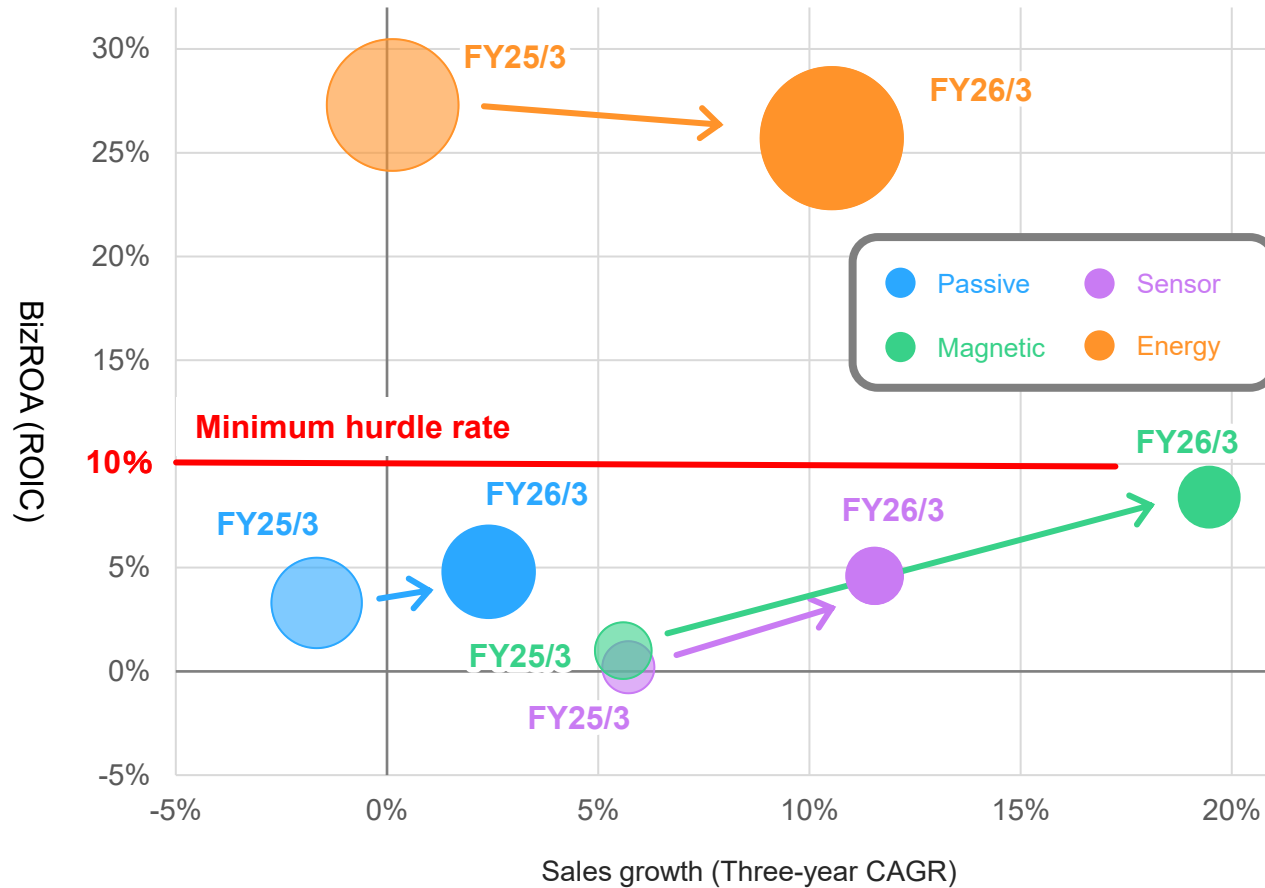
- ▶ All 29 CBUs selected for businesses to be intensively monitored; 2 CBUs moved to Profit Base; 13 are being improved.
- ▶ 9 CBUs were divested/transferred; and 5 are under discussion for implementation.

Progress of proactive business portfolio management



Progress on ROIC by segment

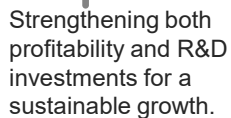
Chart for growth and capital efficiency by segment



Net sales, BizROA by segment

	(¥bn)	FY3/25	FY3/26
Net sales		2,204.8	2,504.8
Passive Components		559.6	593.2
Sensor Application Products		189.5	224.7
Magnetic Application Products		223.6	262.9
Energy Application Products		1,176.5	1,370.3
OP margin		10.2%	10.9%
BizROA (ROIC)		6.7%	7.5%
Passive Components		3.3%	4.8%
Sensor Application Products		0.2%	4.7%
Magnetic Application Products		1.0%	8.4%
Energy Application Products		27.3%	25.7%

► With market-in and concept-out approaches, we strengthen the capabilities of the value creation chain of TDK.



TDK In Everything,
Better

Future Ferrite Tree

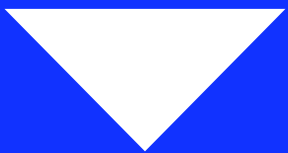
Multi-layer integrated device

- RF devices for quantum computer
- SAW filter
- LN 薄膜
- Multilayer RF resonator
- Thin-film RF component
- FCLM
- SpinPD
- Neuromorphic device
- Motion sensor
- Edge AI
- Bio magnetic sensor
- Camera module actuator
- Flash memory applied device
- ESS
- NH3 fuel cell
- Tx coil unit (Plating)
- Optical disk
- EMC test system
- Radio wave absorber
- VHS
- Audio cassette tape
- Ferrite core
- Ferrite
- Disc type ceramic capacitor
- Multilayer ceramic capacitor
- Ring varistor
- NTC thermistor
- WPT
- DCDC converter (μPOL)
- Bidirectional Converter
- Wire wound EMC filter
- Wire wound inductor
- Transformer
- power supply
- Piezo actuator
- Cera Charge
- Multilayer inductor
- Multilayer NTC thermistor
- NTC sensor
- CO2 gas sensor
- VOC multi gas sensor
- Plasma application
- IncellSense
- Photo acoustic glucose monitoring
- Cardio-vascular monitoring

材料 × プロセス技術 × ソフトウェア技術

人的資本 組織力 顧客基盤

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Appendix



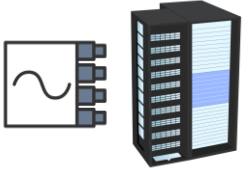
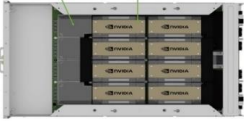

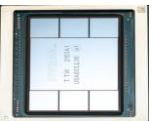
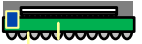



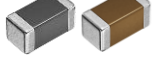

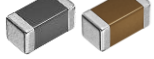






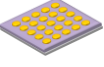
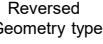






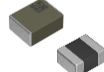
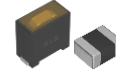





TDK's Current Businesses (FY March 2026)

	Passive Components	Sensor Application Products	Magnetic Application Products	Energy Application Products																																																																																																																
Net sales OP margin BizROA (ROIC) trends and targets	<table><thead><tr><th>Fiscal Year</th><th>Net sales(¥ 0.1billion)</th><th>OP Margin(%)</th><th>Biz ROA(ROIC)(%)</th></tr></thead><tbody><tr><td>2022/3</td><td>5,078</td><td>16.4</td><td>15.1</td></tr><tr><td>2023/3</td><td>5,788</td><td>17.0</td><td>16.3</td></tr><tr><td>2024/3</td><td>5,656</td><td>9.5</td><td>7.7</td></tr><tr><td>2025/3</td><td>5,596</td><td>6.1</td><td>3.3</td></tr><tr><td>2026/3</td><td>5,932</td><td>7.1</td><td>4.8</td></tr><tr><td>2027/3</td><td></td><td></td><td></td></tr></tbody></table>	Fiscal Year	Net sales(¥ 0.1billion)	OP Margin(%)	Biz ROA(ROIC)(%)	2022/3	5,078	16.4	15.1	2023/3	5,788	17.0	16.3	2024/3	5,656	9.5	7.7	2025/3	5,596	6.1	3.3	2026/3	5,932	7.1	4.8	2027/3				<table><thead><tr><th>Fiscal Year</th><th>Net sales(¥ 0.1billion)</th><th>OP Margin(%)</th><th>Biz ROA(ROIC)(%)</th></tr></thead><tbody><tr><td>2022/3</td><td>1,308</td><td>-0.2</td><td>-1.2</td></tr><tr><td>2023/3</td><td>1,695</td><td>6.3</td><td>3.5</td></tr><tr><td>2024/3</td><td>1,805</td><td>3.3</td><td>1.2</td></tr><tr><td>2025/3</td><td>1,895</td><td>2.6</td><td>0.2</td></tr><tr><td>2026/3</td><td>2,246</td><td>9.2</td><td>4.7</td></tr><tr><td>2027/3</td><td></td><td></td><td></td></tr></tbody></table>	Fiscal Year	Net sales(¥ 0.1billion)	OP Margin(%)	Biz ROA(ROIC)(%)	2022/3	1,308	-0.2	-1.2	2023/3	1,695	6.3	3.5	2024/3	1,805	3.3	1.2	2025/3	1,895	2.6	0.2	2026/3	2,246	9.2	4.7	2027/3				<table><thead><tr><th>Fiscal Year</th><th>Net sales(¥ 0.1billion)</th><th>OP Margin(%)</th><th>Biz ROA(ROIC)(%)</th></tr></thead><tbody><tr><td>2022/3</td><td>2,484</td><td>3.3</td><td>1.8</td></tr><tr><td>2023/3</td><td>2,006</td><td>-22.0</td><td>-28.1</td></tr><tr><td>2024/3</td><td>1,842</td><td>-12.2</td><td>-19.3</td></tr><tr><td>2025/3</td><td>2,236</td><td>1.5</td><td>1.0</td></tr><tr><td>2026/3</td><td>2,629</td><td>10.3</td><td>8.4</td></tr><tr><td>2027/3</td><td></td><td></td><td></td></tr></tbody></table>	Fiscal Year	Net sales(¥ 0.1billion)	OP Margin(%)	Biz ROA(ROIC)(%)	2022/3	2,484	3.3	1.8	2023/3	2,006	-22.0	-28.1	2024/3	1,842	-12.2	-19.3	2025/3	2,236	1.5	1.0	2026/3	2,629	10.3	8.4	2027/3				<table><thead><tr><th>Fiscal Year</th><th>Net sales(¥ 0.1billion)</th><th>OP Margin(%)</th><th>Biz ROA(ROIC)(%)</th></tr></thead><tbody><tr><td>2022/3</td><td>9,653</td><td>15.1</td><td>12.8</td></tr><tr><td>2023/3</td><td>11,734</td><td>15.6</td><td>12.6</td></tr><tr><td>2024/3</td><td>11,217</td><td>21.5</td><td>17.4</td></tr><tr><td>2025/3</td><td>11,765</td><td>27.3</td><td>19.9</td></tr><tr><td>2026/3</td><td>13,703</td><td>25.7</td><td>18.0</td></tr><tr><td>2027/3</td><td></td><td></td><td></td></tr></tbody></table>	Fiscal Year	Net sales(¥ 0.1billion)	OP Margin(%)	Biz ROA(ROIC)(%)	2022/3	9,653	15.1	12.8	2023/3	11,734	15.6	12.6	2024/3	11,217	21.5	17.4	2025/3	11,765	27.3	19.9	2026/3	13,703	25.7	18.0	2027/3			
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Products	<p>Capacitors Multilayer ceramic chip capacitors, aluminum electrolytic capacitors, film capacitors, etc.</p> <p>Inductive devices Inductive devices SMD power supply inductors, signal EMC filters, transformers, ferrite cores, etc.</p> <p>Other passive components High-frequency components (high-frequency filters, etc.), Piezoelectric material products and circuit protection components (varistors, arresters, etc.)</p>	<p>Senosors Temperature sensors, pressure sensors, magnetic sensors (Hall sensors and TMR sensors) MEMS sensors (MEMS motion sensors and MEMS microphones</p>	<p>HDD-related devices HDD heads, HDD suspension applications, etc</p> <p>Magnets Ferrite magnets for small motors, neodymium magnets for xEV drive motors, neodymium magnets for industrial equipment motors, etc</p>	<p>Energy devices Small capacity batteries (for smartphones, tablet devices, notebook computers, wearable devices, game consoles, etc.), medium capacity batteries (for residential energy storage systems, commercial energy storage systems, electric motorcycles, drones, power tools, etc.)</p> <p>Power supplies Programmable power supplies (DC, AC), switching power supplies (AC-DC, DC-DC), bidirectional DC-DC converters, automotive DC-DC converters, etc</p>																																																																																																																

Sales expansion of high-voltage / low-voltage and high-current components for AI data center-related applications

Organic growth & profitability
improvement for growth-
driving businesses

01

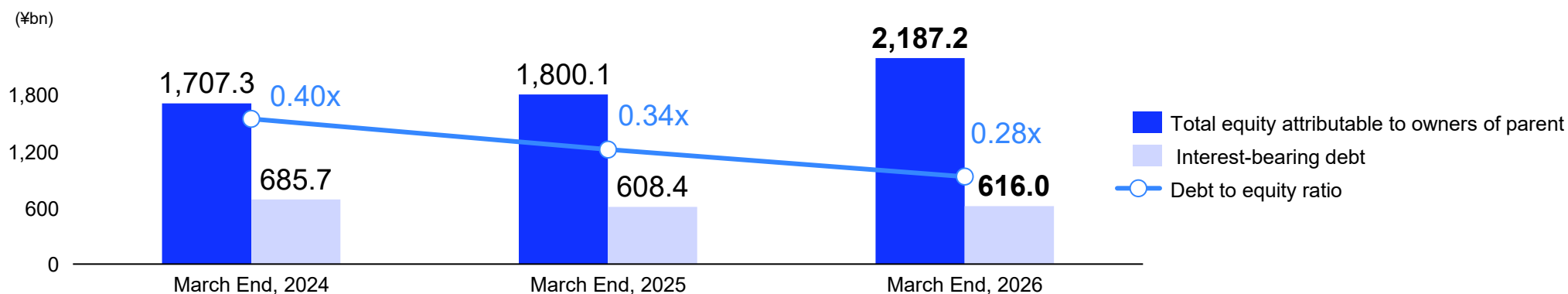
	AC High Voltage	DC High Voltage		DC Low Voltage			
	PW Grid	UPS *	PSU **	GPU Base Board	Accelerator	GPU package	
							
	AC >	AC ~240V	400Vdc-or 800Vdc	48V	12V	<1V	<1V in Package
Capacitors	Ultra High Voltage 	High Voltage  Aluminum Snap-in & Screw  MLCC 	FILM  MLCC 	Hybrid Polymer  MLCC 	MLCC 	Polymer  MLCC 	MLCC  Ultra Low-Profile  Reversed Geometry type 
Inductors Transformers EMC	Reactor 	Ferrite Core  Power-use inductor 	Pulse Trans-former 	Power-use inductor  Chip Beads 	Power-use inductor 	Power-use inductor 	
				Optical Transceiver Module			
					Inductor 	μPoL™ DCDC module 	Chip NTC Thermistors  AIN Sub.  Thin-Film Capacitor 

Quarterly sales and operating profit by segment (FY3/25 – FY3/26)

		(¥bn)	FY3/25					FY3/26				
			Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Net Sales	Capacitors		61.5	58.0	57.5	57.2	234.3	59.8	62.1	66.3	69.3	257.5
	Inductive Devices		50.8	52.7	51.8	49.0	204.3	49.1	55.0	55.8	56.3	216.2
	Other Passive Components		30.7	31.2	30.3	28.9	121.1	29.3	30.4	30.4	29.4	119.5
	Passive Components		143.1	141.9	139.6	135.1	559.6	138.1	147.5	152.5	155.0	593.2
	Sensor Application Products		44.1	50.8	48.1	46.5	189.5	46.4	61.5	59.8	56.9	224.6
	Magnetic Application Products		55.0	55.9	54.5	58.2	223.6	54.6	61.2	71.1	76.1	262.9
	Energy Application Products		262.9	309.1	324.0	280.6	1176.5	285.5	362.6	377.1	345.1	1,370.3
	Other		13.7	13.0	14.9	13.9	55.6	11.1	14.8	14.7	13.2	53.8
	Total		518.8	570.7	581.0	534.3	2,204.8	535.8	647.6	675.2	646.3	2,504.8
Operating profit	Passive Components		13.9	15.0	12.0	(6.8)	34.1	6.4	8.4	15.6	11.4	41.8
	Sensor Application Products		(0.7)	3.8	2.2	(0.4)	5.0	2.7	9.4	7.2	1.5	20.9
	Magnetic Application Products		0.8	1.0	2.3	(0.7)	3.4	6.3	5.6	7.5	7.5	27.0
	Energy Application Products		55.3	68.0	73.3	37.8	234.4	55.4	82.3	67.4	41.6	246.7
	Other		(0.1)	(1.2)	(0.9)	(2.3)	(4.4)	(2.5)	(1.5)	(1.5)	(4.7)	(10.2)
	Subtotal		69.2	86.7	88.9	27.6	272.4	68.3	104.2	96.2	57.5	326.2
	Adjustment		(11.3)	(11.3)	(13.1)	(12.5)	(48.3)	(11.8)	(13.0)	(13.1)	(15.6)	(53.8)
	Total		57.9	75.4	75.8	15.1	224.2	56.4	91.2	83.1	41.7	272.4
Operating profit margin			11.2%	13.2%	13.0%	2.8%	10.2%	10.5%	14.1%	12.3%	6.4%	10.9%
USD/JPY			155.82	149.74	152.29	152.82	152.66	144.59	147.54	154.04	156.94	150.76
EUR/JPY			167.79	164.30	162.64	160.69	163.86	163.78	172.31	179.32	183.68	174.76

Financial position

(¥bn)	March end, 2024	March end, 2025	March end, 2026	Change from March end, 2025
Total assets	3,415.3	3,541.4	4,415.2	+873.8
Total liabilities	1,700.4	1,730.2	2,211.6	+481.5
Total equity attributable to owners of parent	1,707.3	1,800.1	2,187.2	+387.2
Ratio of equity attributable to owners of parent	50.0%	50.8%	49.5%	(1.3)pts
Cash and cash equivalents, short-term investments, and marketable securities	666.1	753.8	979.4	+225.6
Interest-bearing debt ^{*1}	685.7	608.4	616.0	+7.6
Net cash (Net debt) ^{*2}	(19.6)	145.4	363.4	+218.0
Debt to equity ratio (times) ^{*3}	0.40	0.34	0.28	(0.06)



*1: Borrowings plus bonds plus lease liabilities.

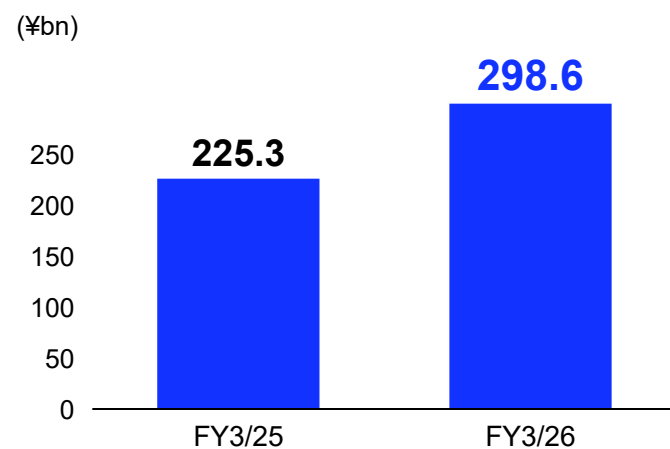
*2: Cash and cash equivalents plus short-term investments plus marketable securities minus interest-bearing debt.

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

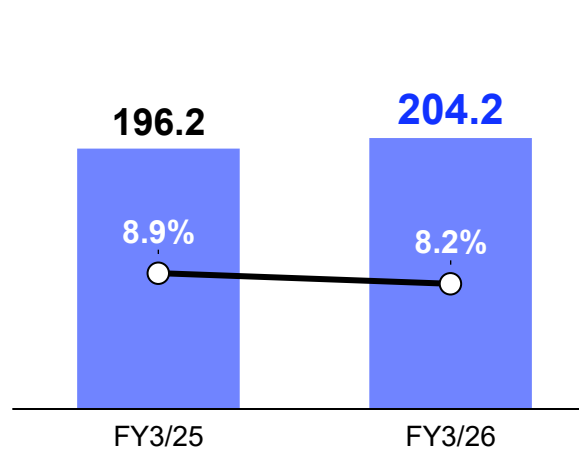
CAPEX, Depreciation, and R&D expenses – Full Year

	(¥bn)	FY3/25	FY3/26	Change
CAPEX		225.3	298.6	+73.3
Depreciation		196.2	204.2	+8.0
% to net sales		8.9%	8.2%	(0.7)pts
R&D expenses		253.5	289.7	+36.1
% to net sales		11.5%	11.6%	+0.1pts

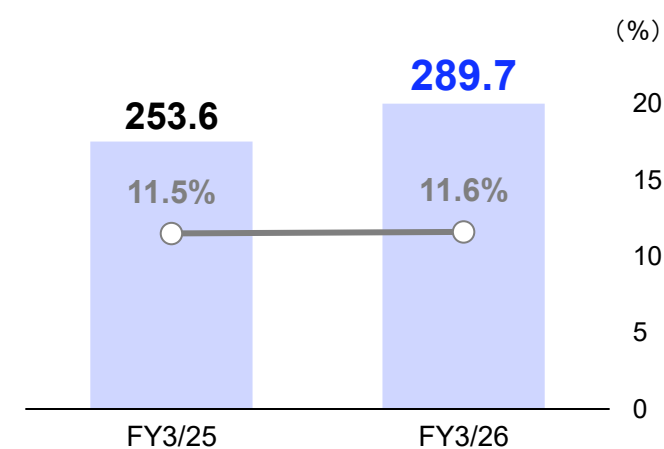
CAPEX



Depreciation, % to net sales

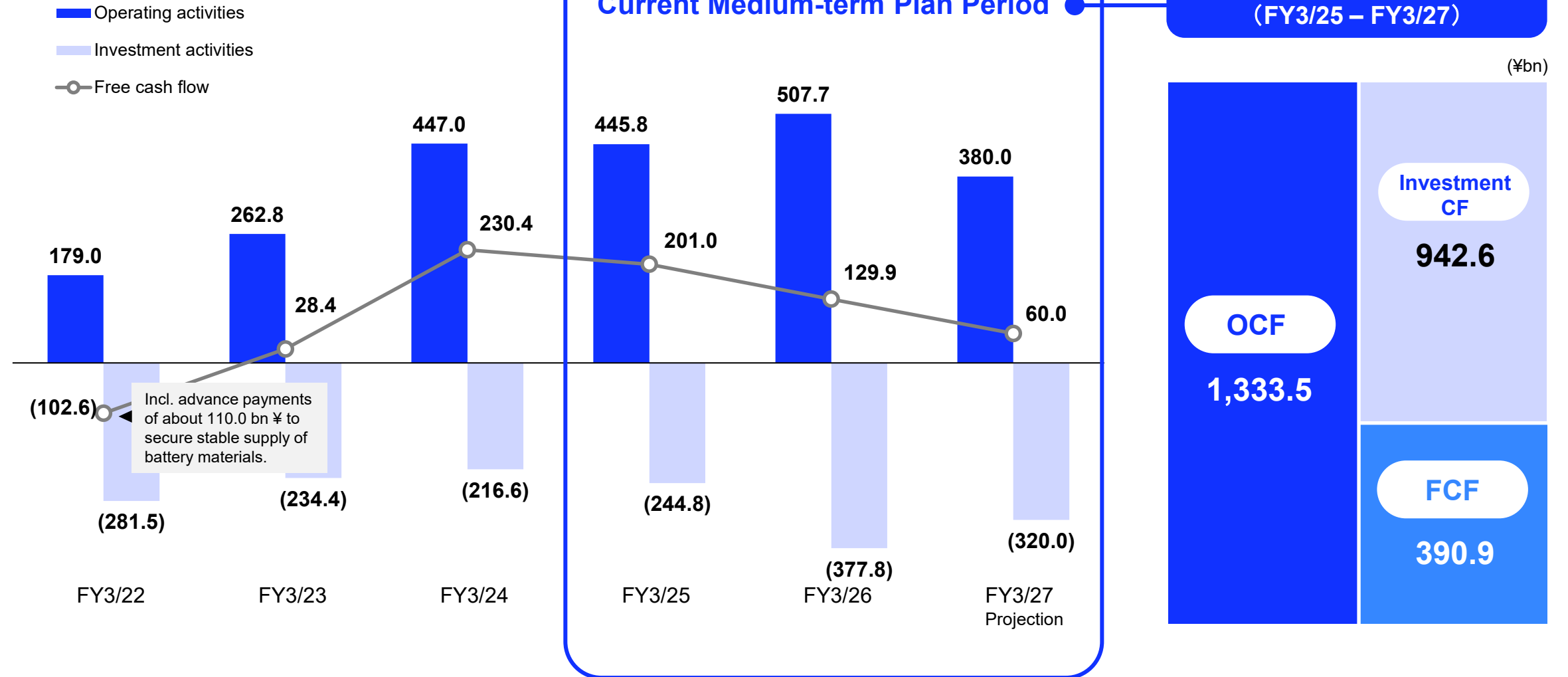


R&D expenses, % to net sales



Cash flows

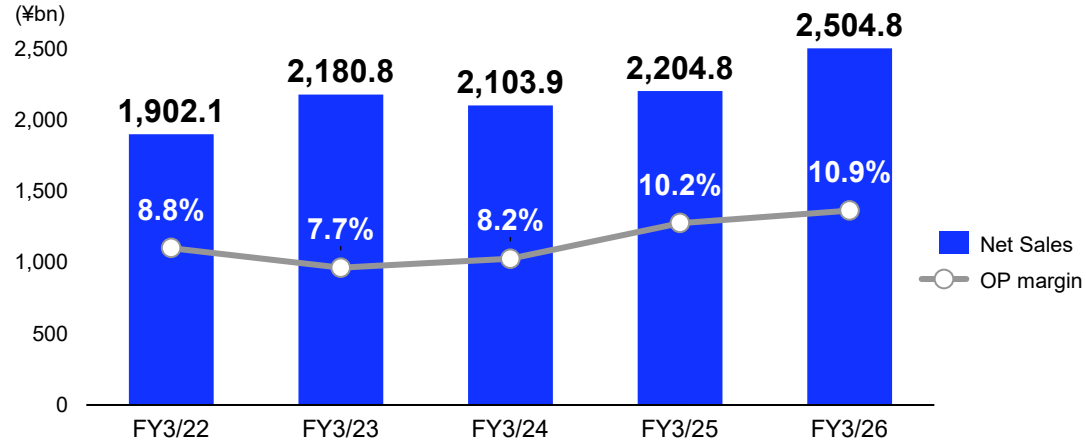
(¥bn)



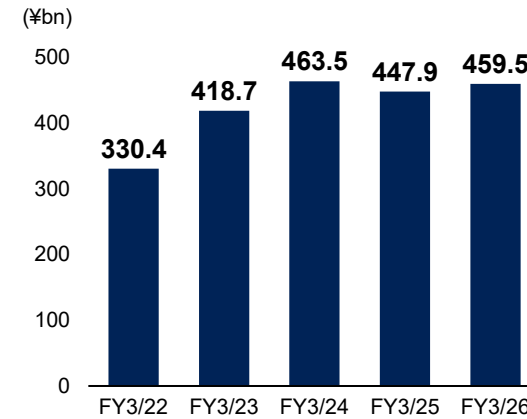
Annual sales by market (FY3/22 – FY3/26)

All

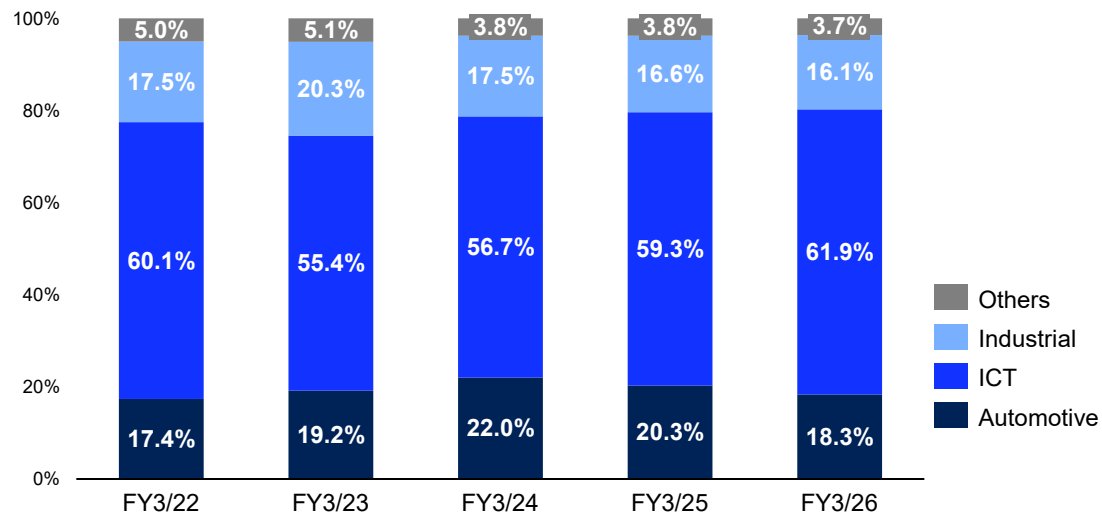
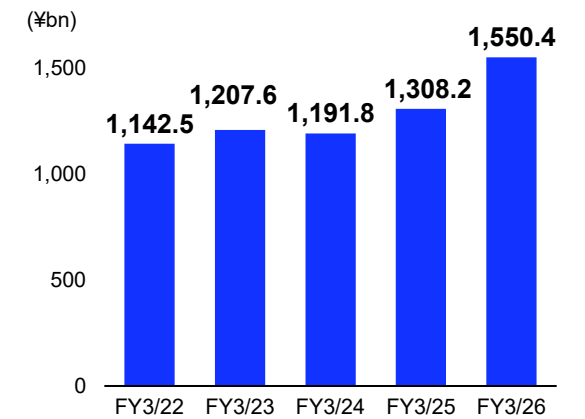
Net sales, OP margin



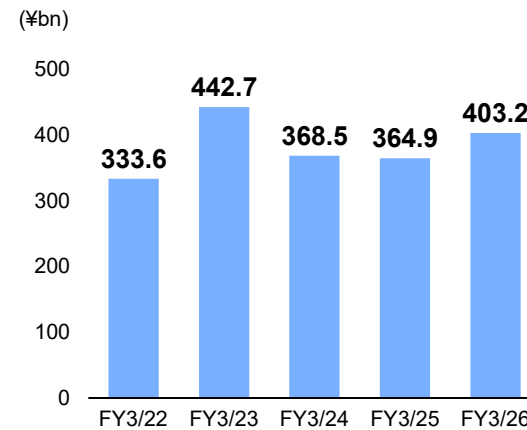
Automotive



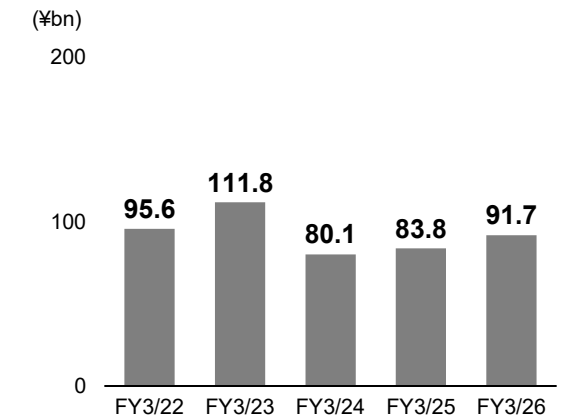
ICT



Industrial equipment



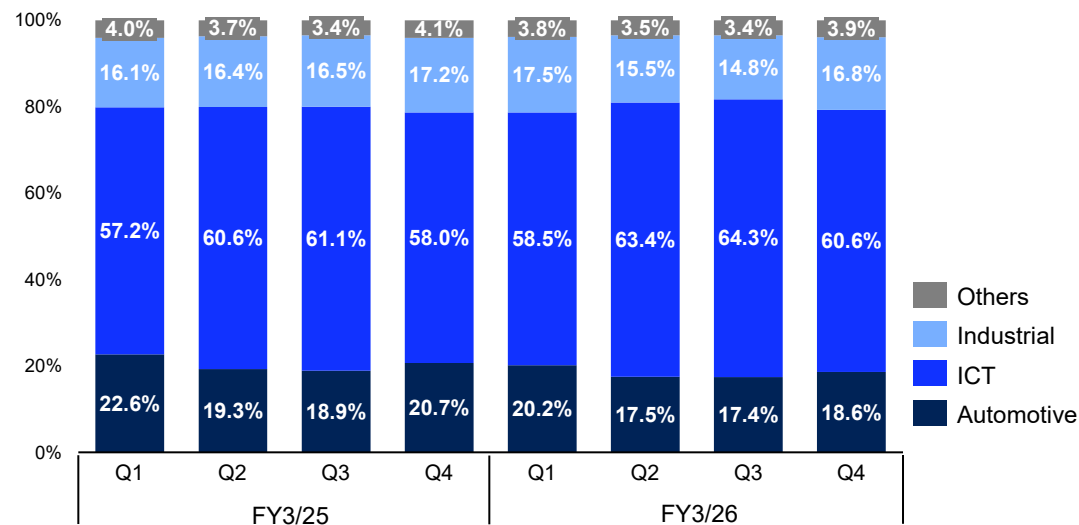
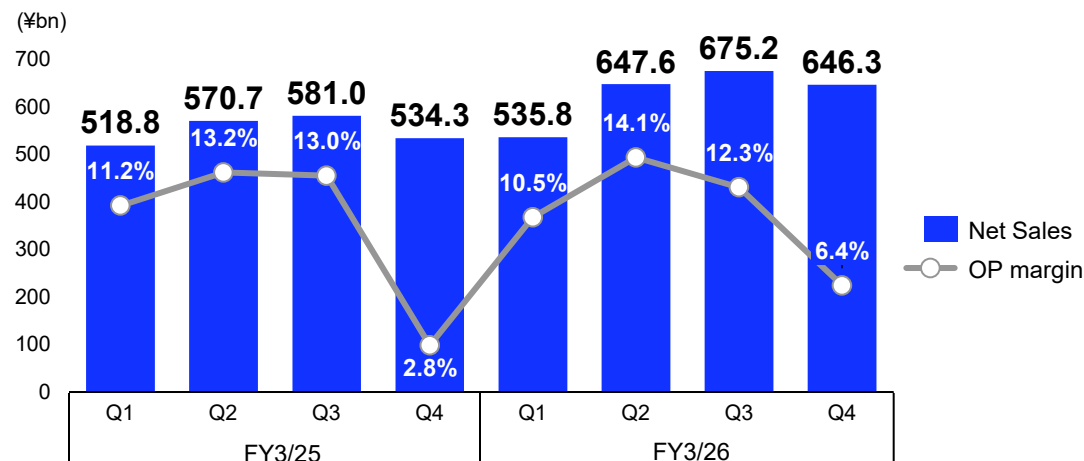
Others



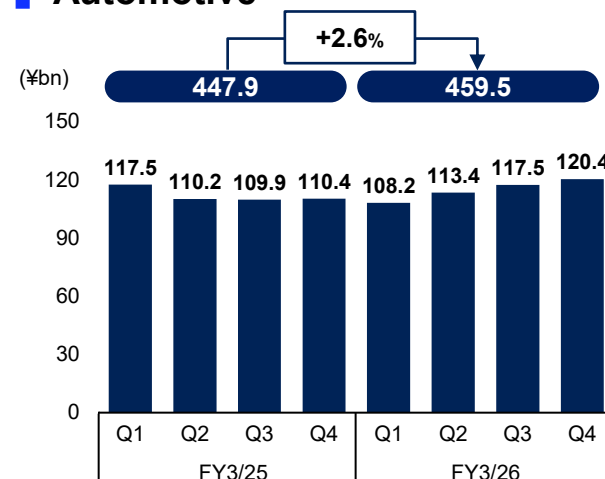
Quarterly sales by market (FY3/25 – FY3/26)

All

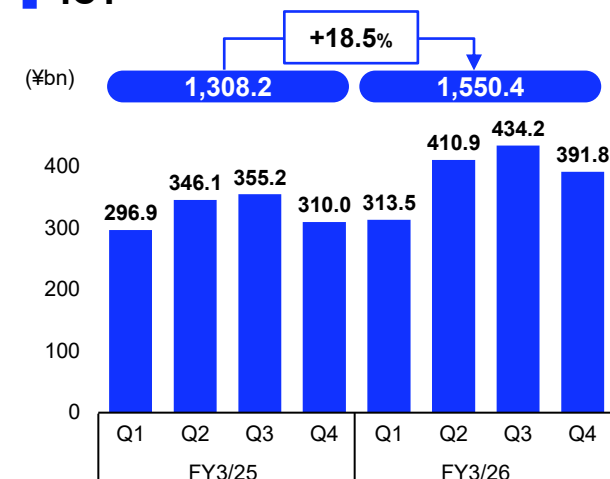
Net sales, OP margin



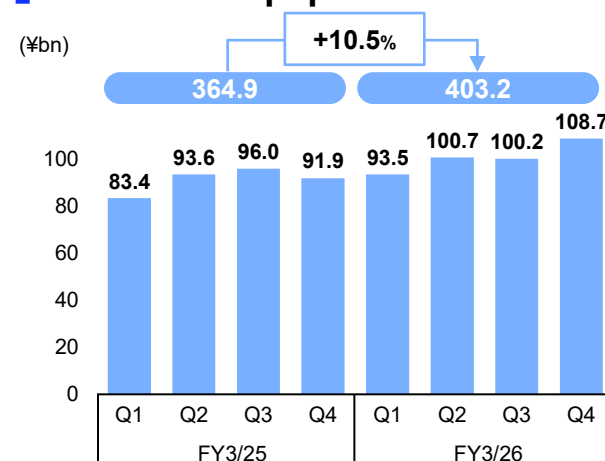
Automotive



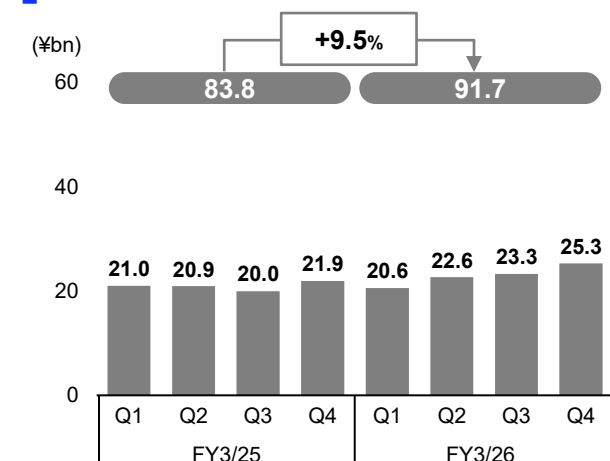
ICT



Industrial equipment



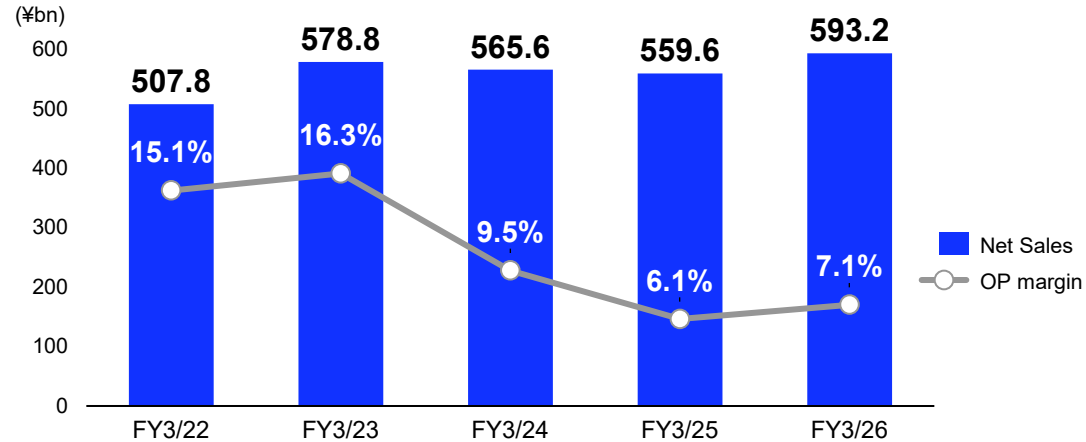
Others



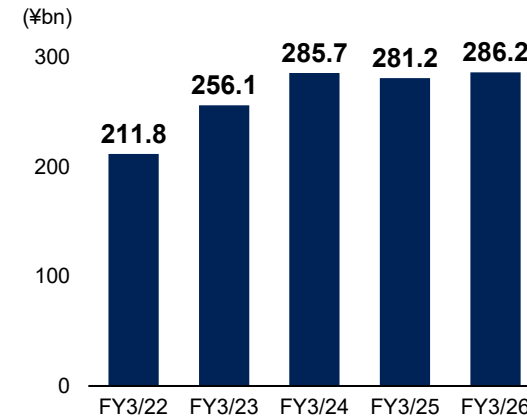
Annual sales by market (FY3/22 – FY3/26)

Passive Components

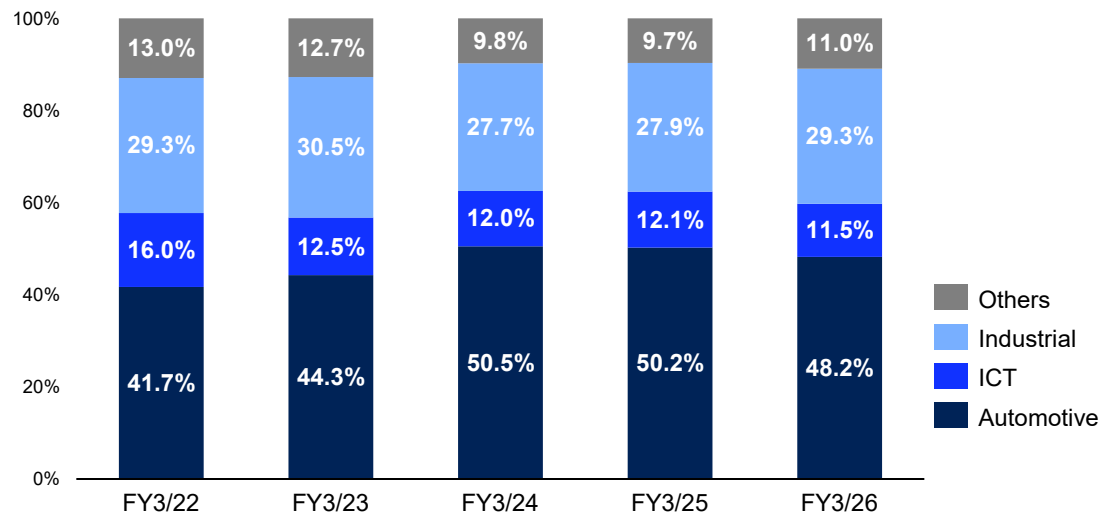
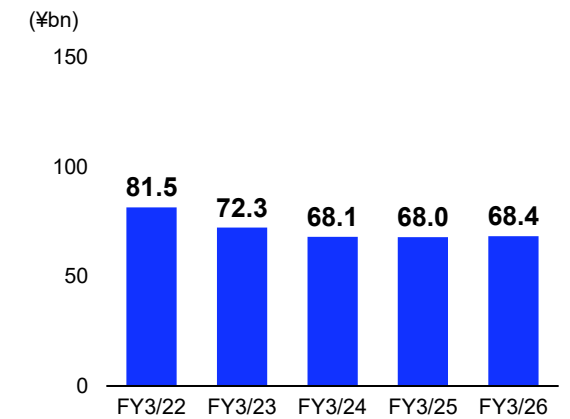
Net sales, OP margin



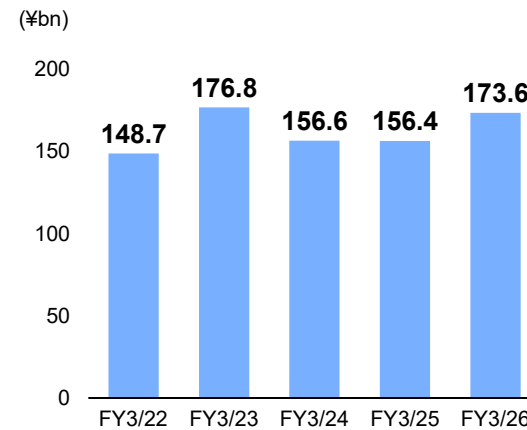
Automotive



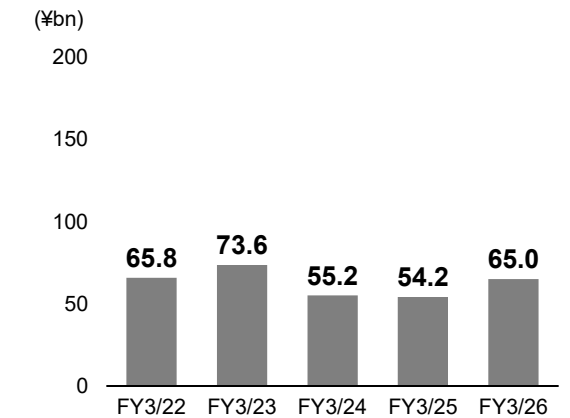
ICT



Industrial equipment



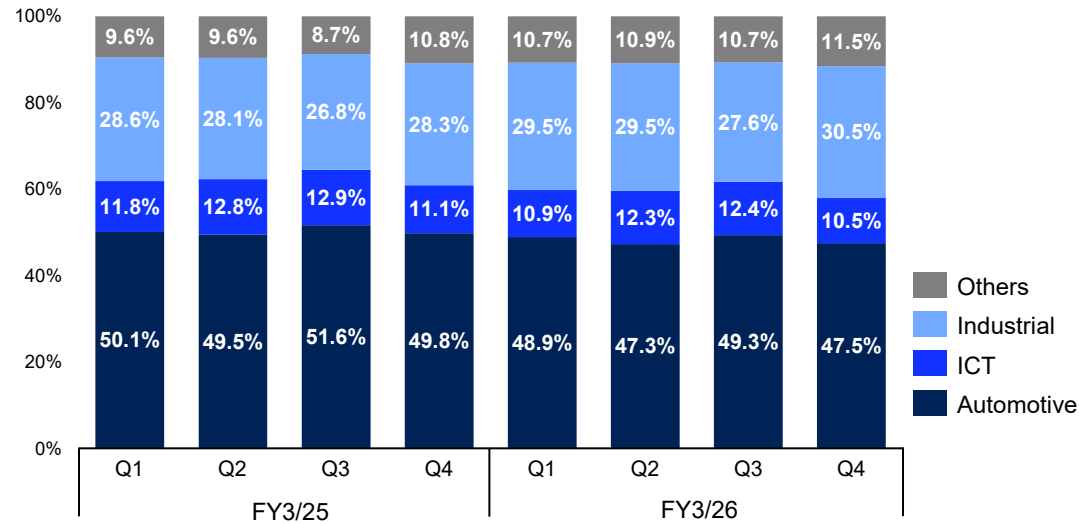
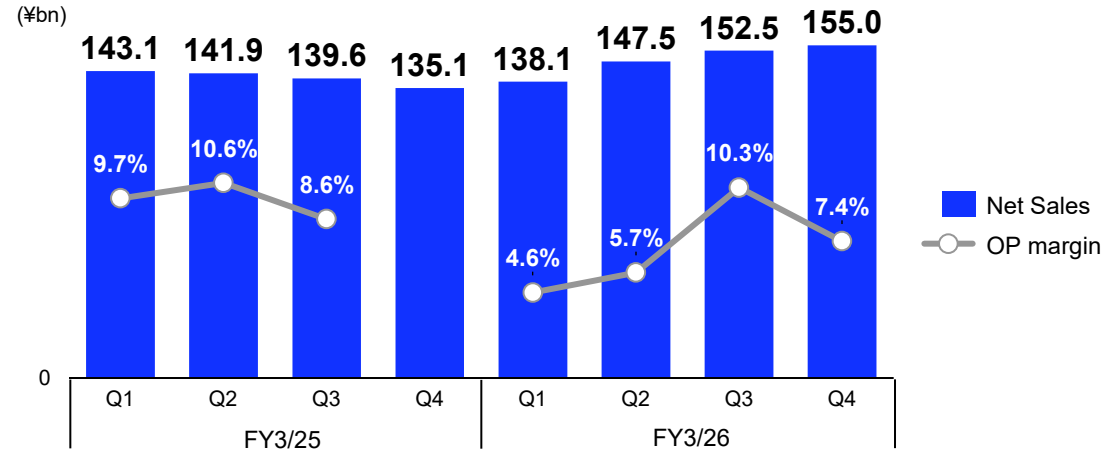
Others



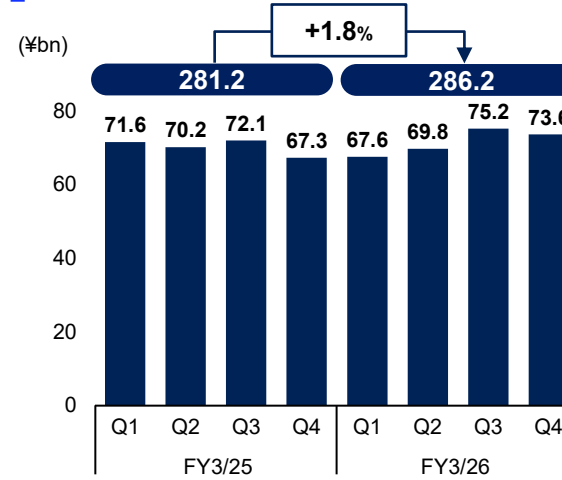
Quarterly sales by market (FY3/25 – FY3/26)

Passive Components

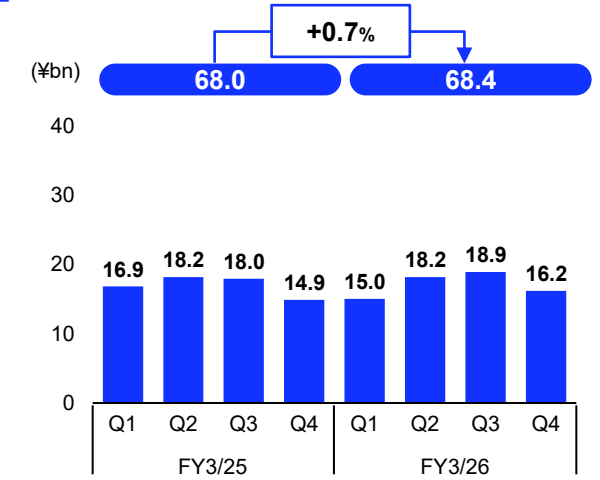
Net sales, OP margin



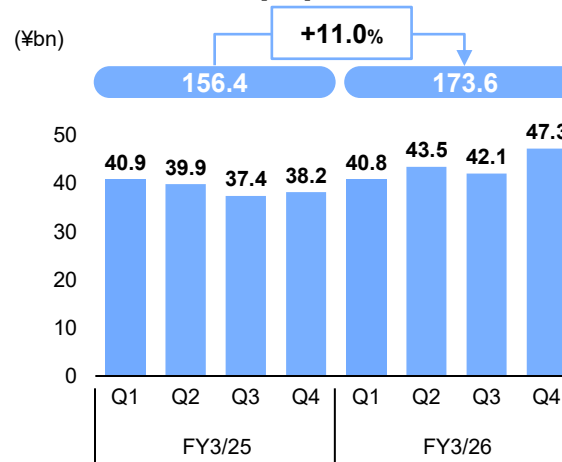
Automotive



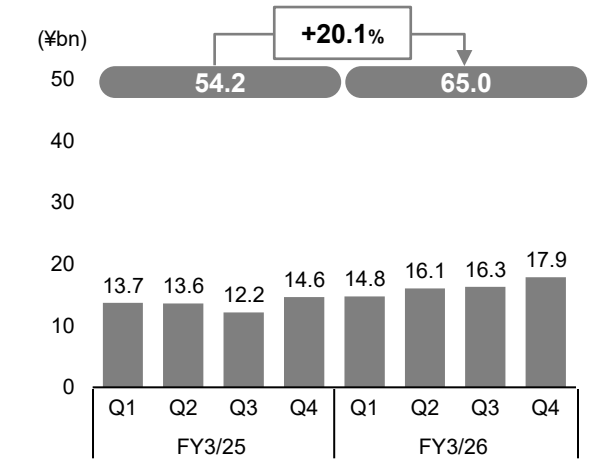
ICT



Industrial equipment



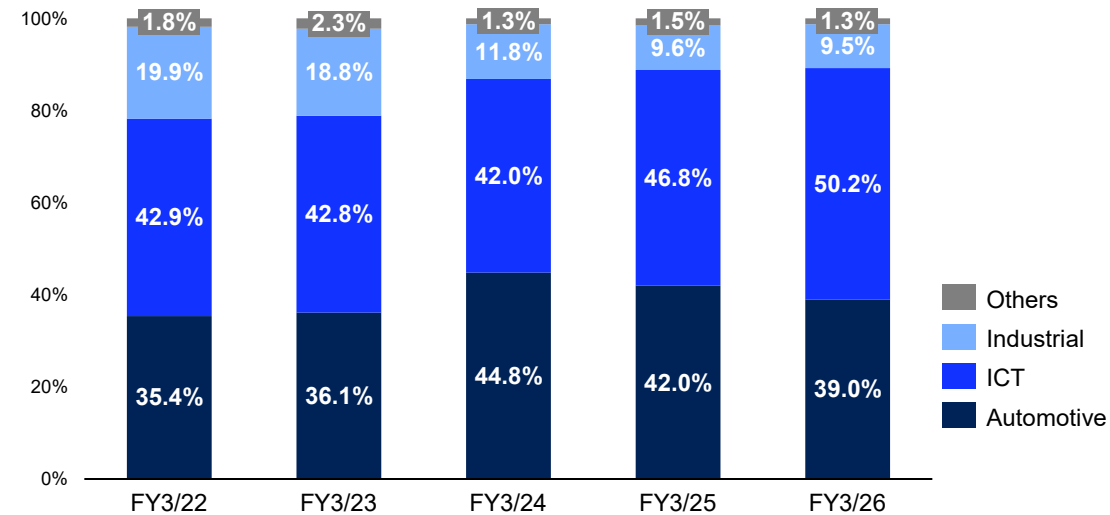
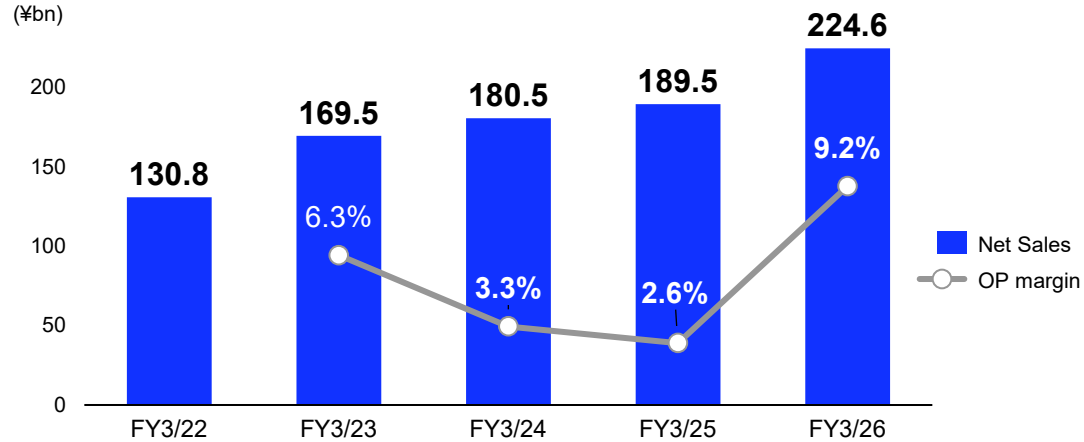
Others



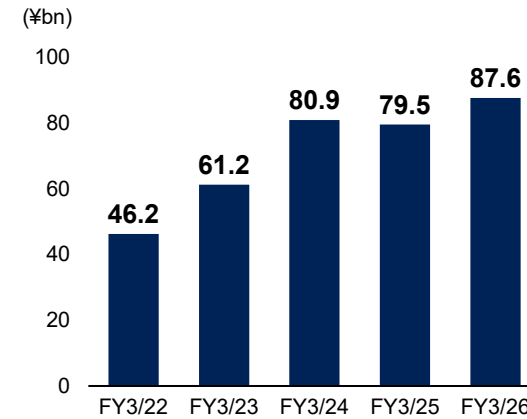
Annual sales by market (FY3/22 – FY3/26)

Sensor Application Products

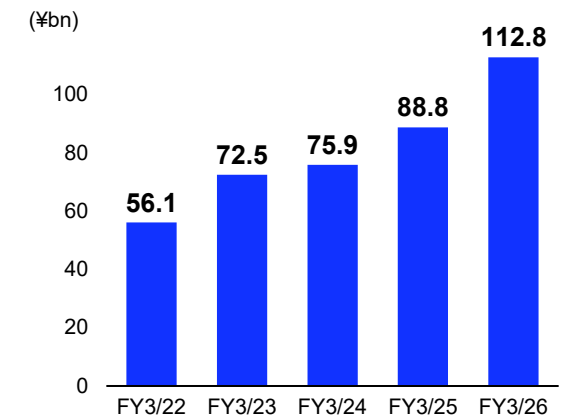
Net sales, OP margin



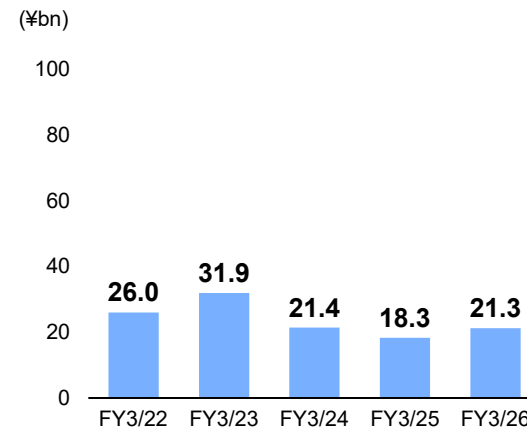
Automotive



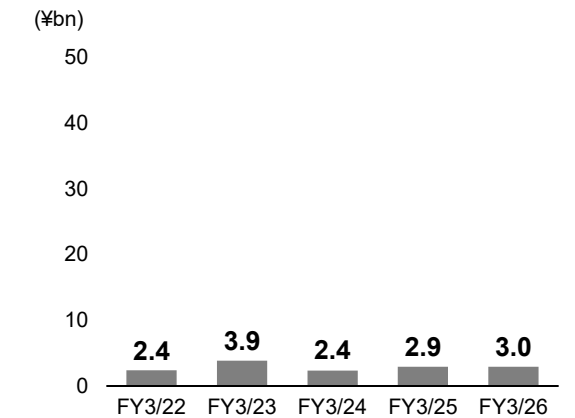
ICT



Industrial equipment



Others

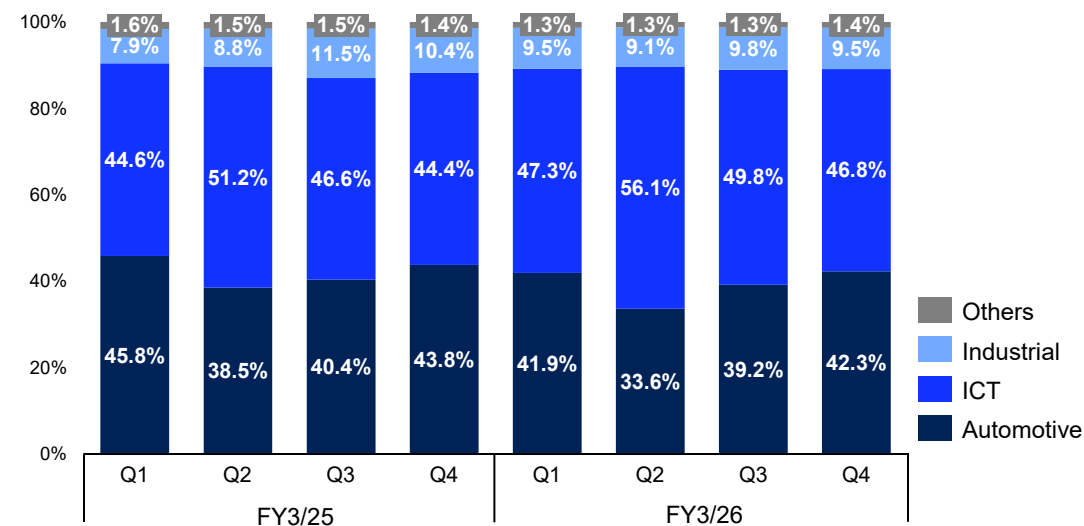
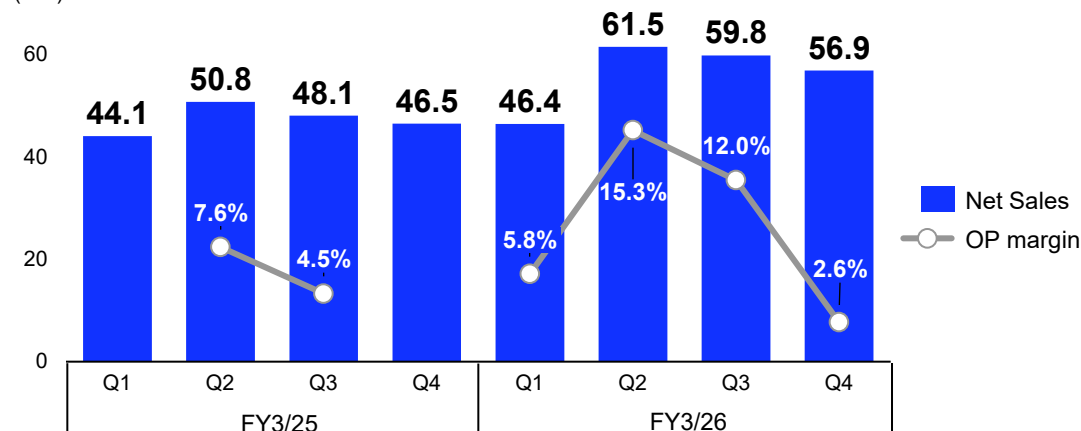


Quarterly sales by market (FY3/25 – FY3/26)

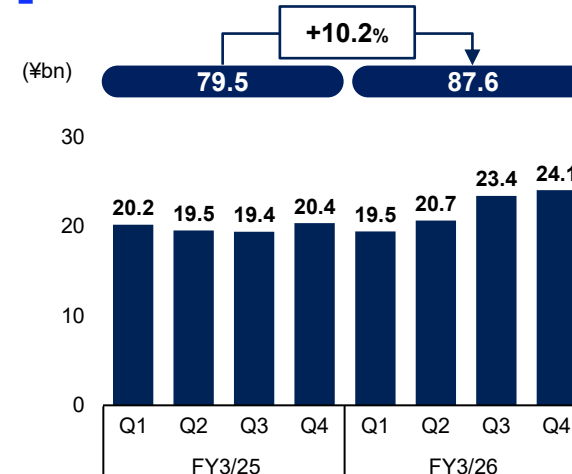
Sensor Application Products

Net sales, OP margin

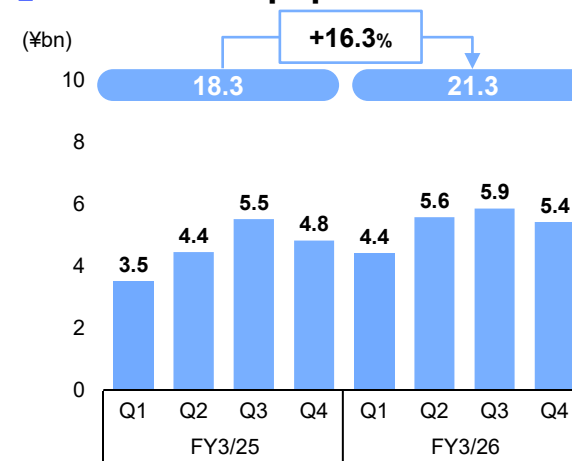
(¥bn)



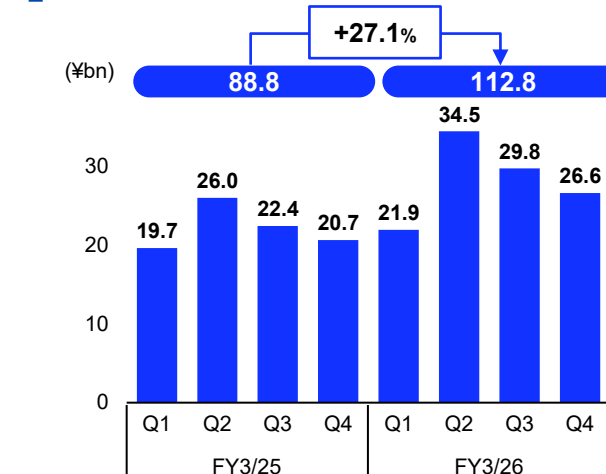
Automotive



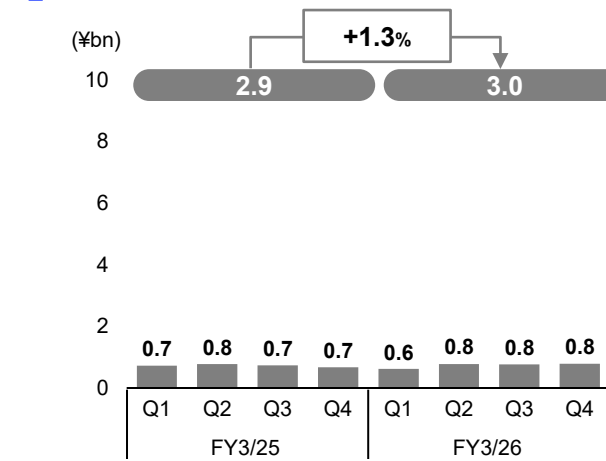
Industrial equipment



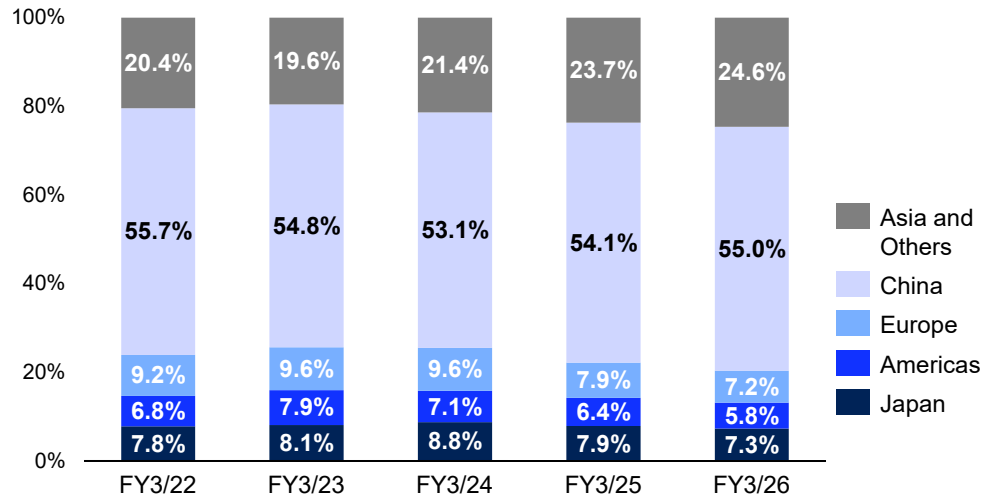
ICT



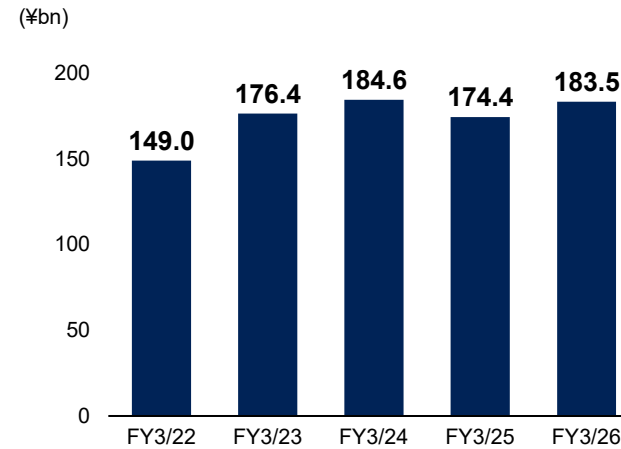
Others



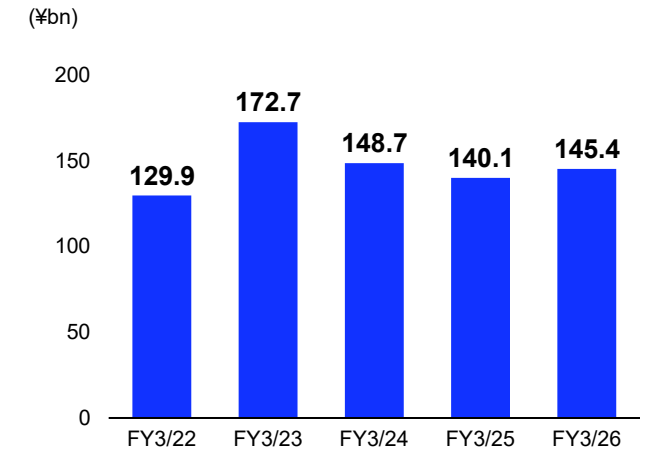
Annual sales by region (FY3/22 – FY3/26)



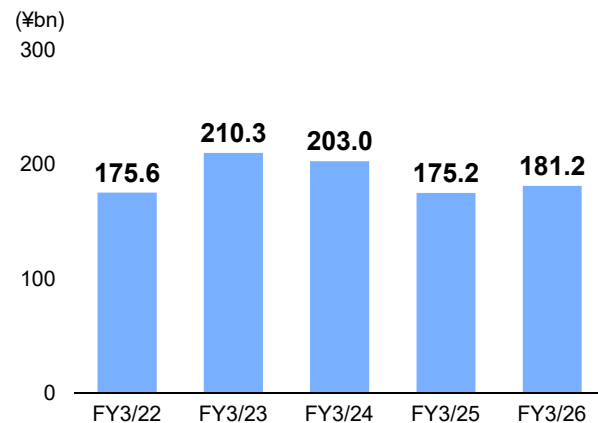
Japan



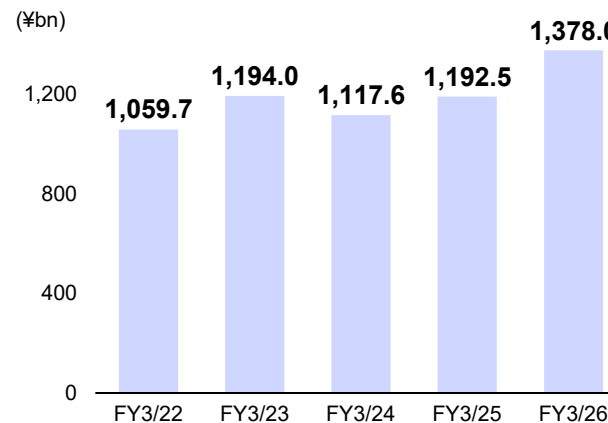
Americas



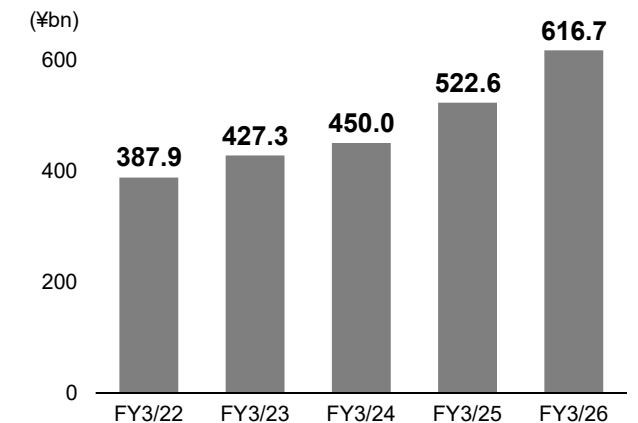
Europe



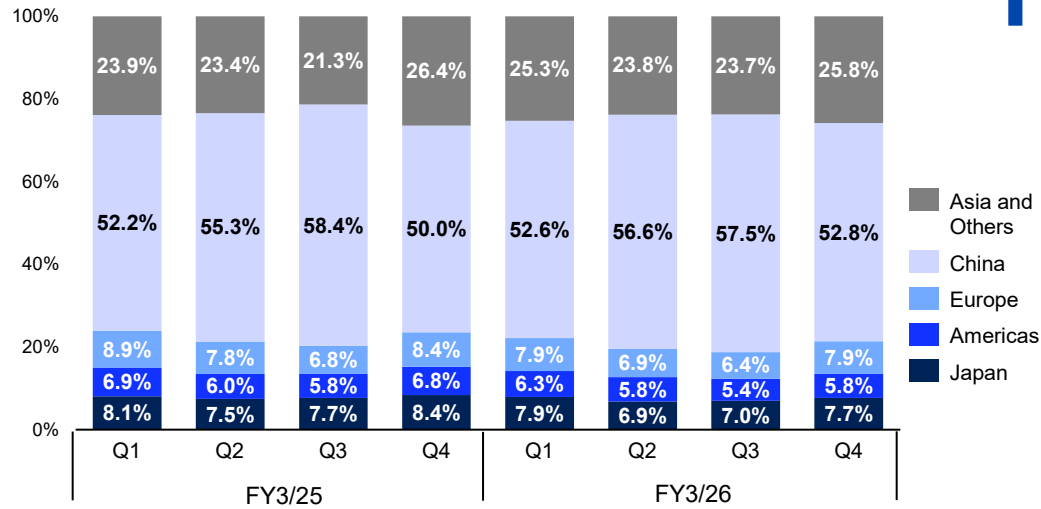
China



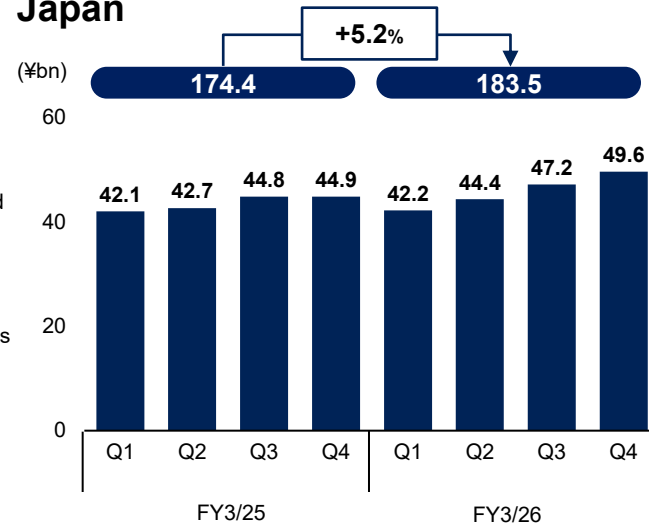
Asia and Others



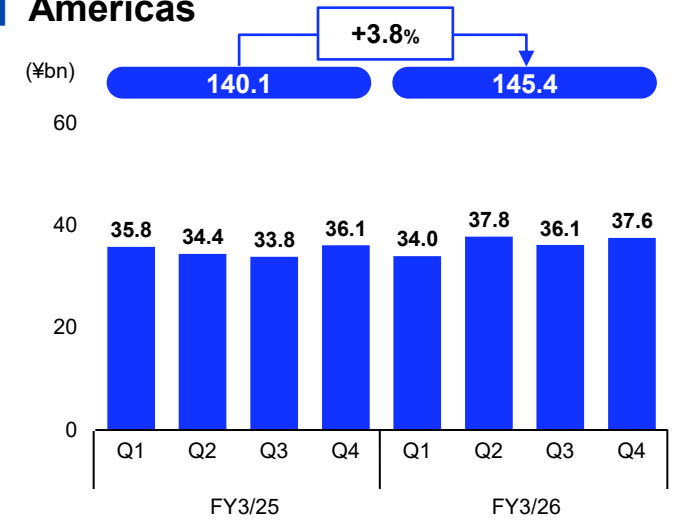
Quarterly sales by region (FY3/25 – FY3/26)



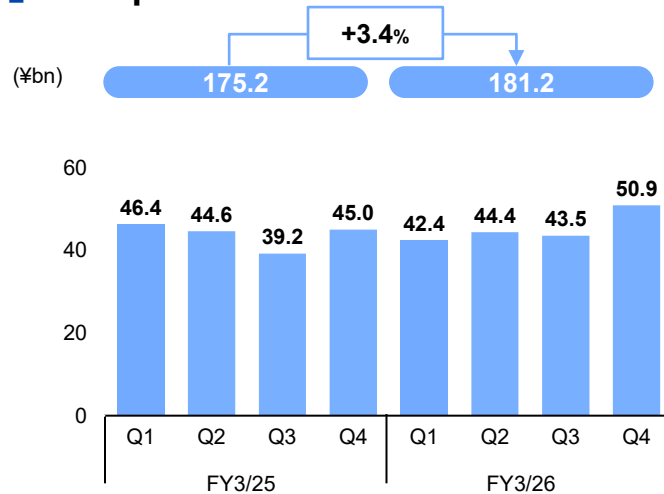
Japan



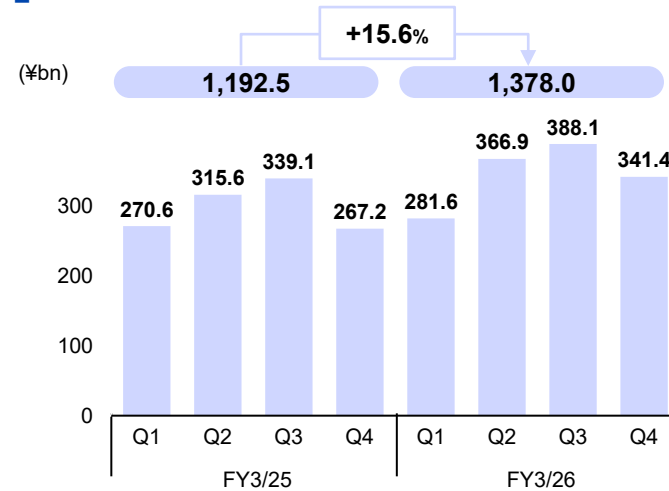
Americas



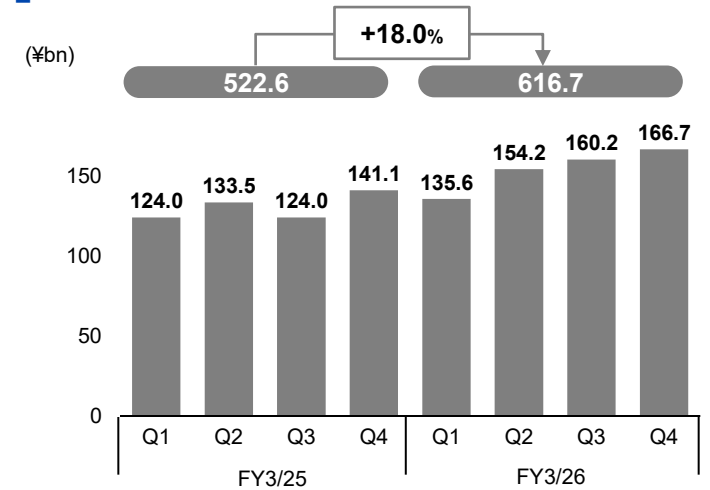
Europe



China

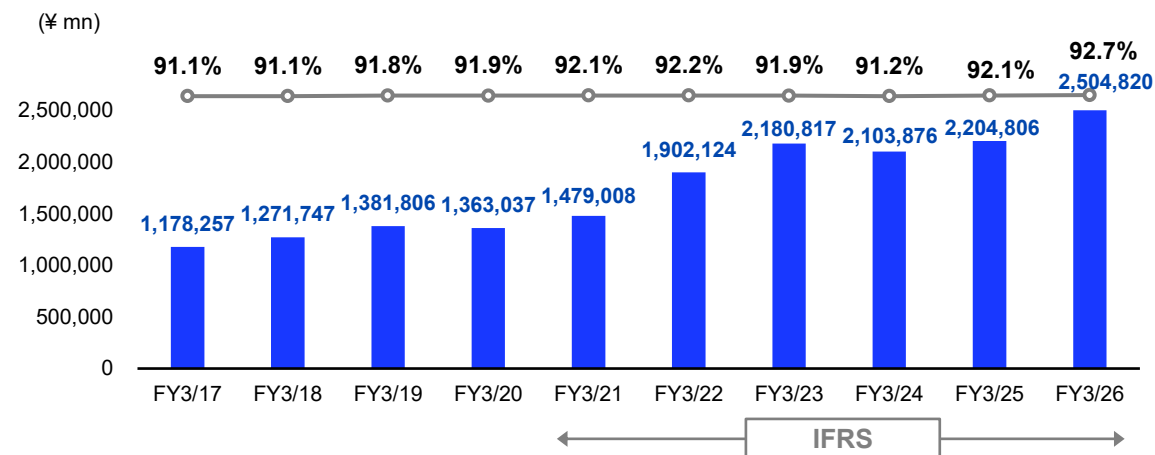


Asia and Others

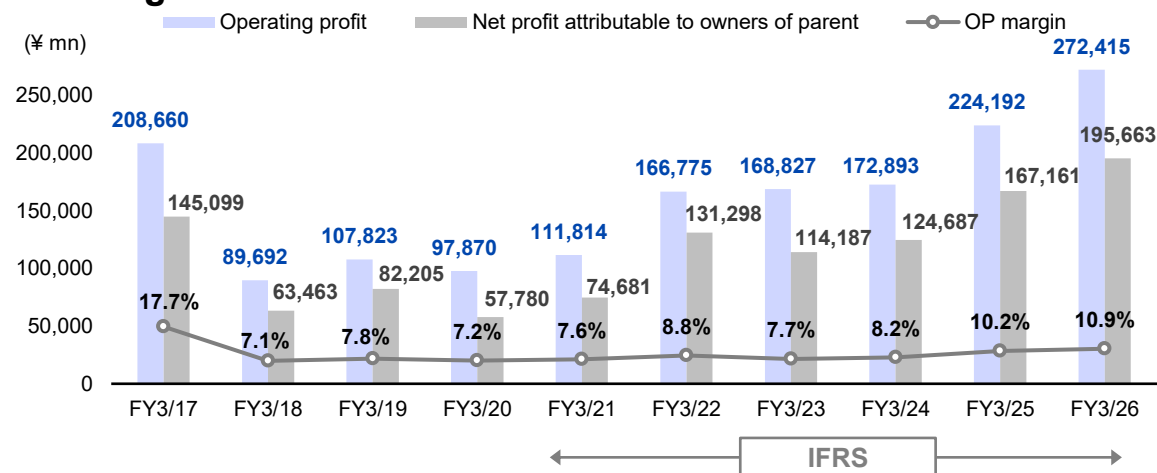


Financial information: 10-year historical trend

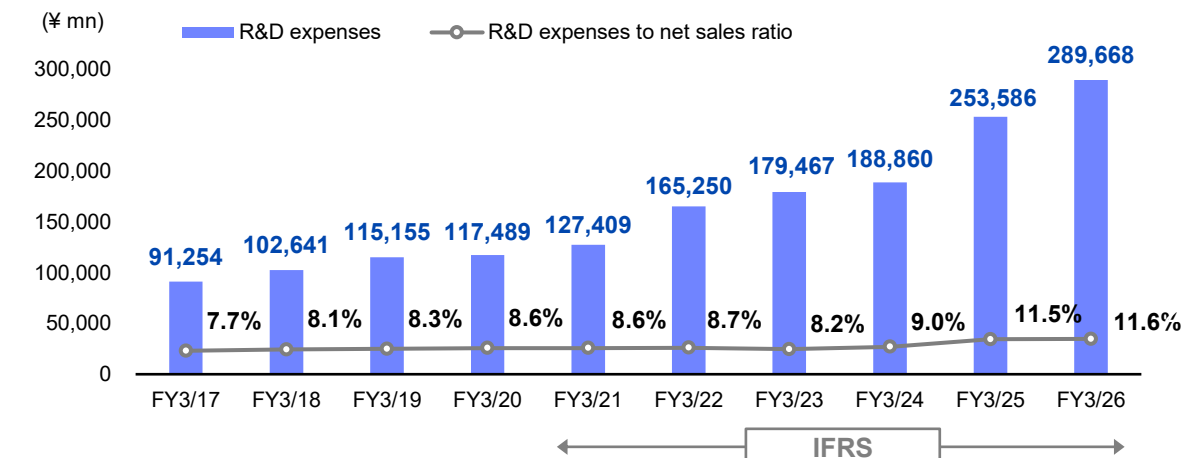
Net sales, Overseas sales ratio



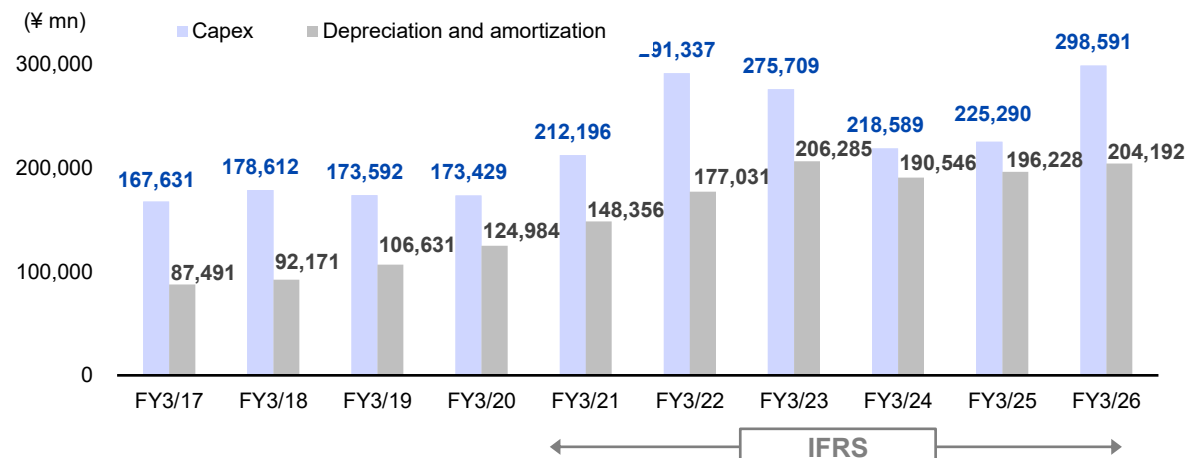
Operating profit, Net profit attributable to owners of parent, OP margin



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

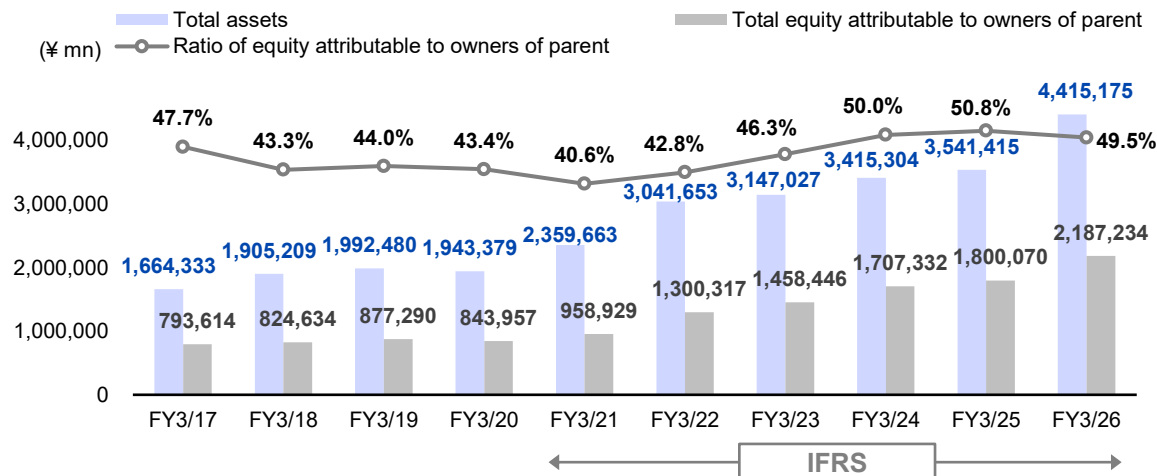


Capex, Depreciation and amortization

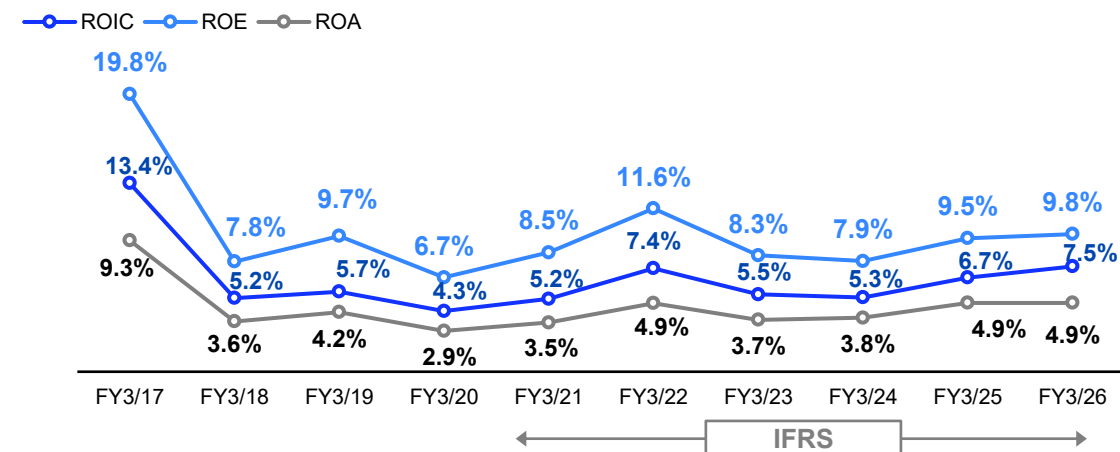


Financial information: 10-year historical trend

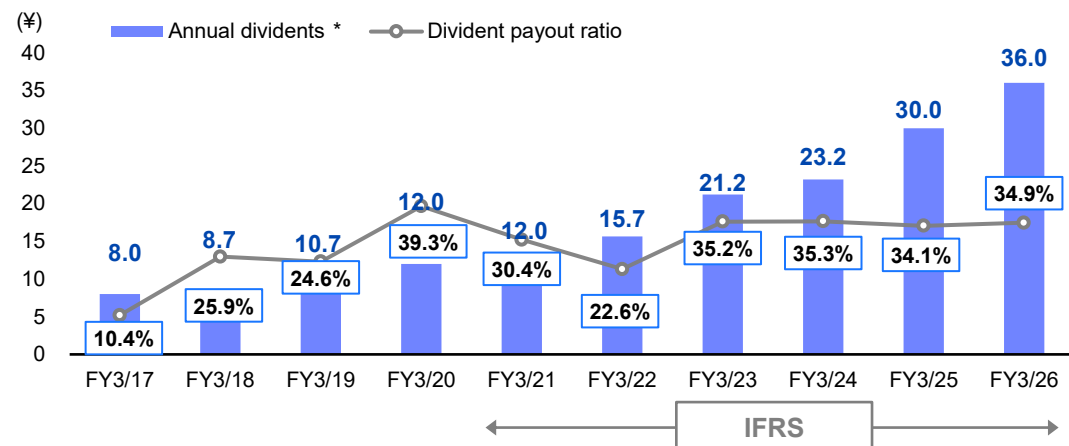
Total assets, Total equity attributable to owners of parent, Ratio of equity attributable to owners of parent



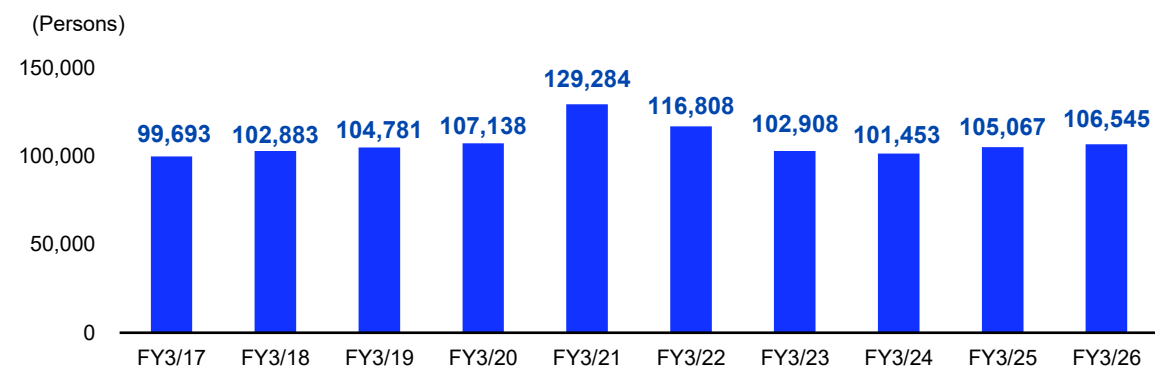
ROIC, ROE, ROA



Annual dividends, Dividend payout ratio



Number of employees



Status of inclusion in Indices / Evaluation by external organizations

Indices



JPX Prime 150 Index



**FTSE4Good
Index Series**



**FTSE Blossom
Japan Index**



**FTSE Blossom
Japan Sector
Relative Index**



**MSCI ESG Leaders
Indexes ※1**

**2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX ※2**



**Morningstar Japan
ex-REIT Gender
Diversity Tilt Index**



**S&P/JPX Carbon
Efficient Index**

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Evaluation by external organizations



**Best IR Award
(2025)**



**Extel Japan Executive
Team Survey
Most Honored Company
(2025)**



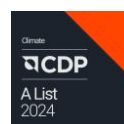
**WICI Japan Integrated
Report Award
Gold Award (2024, 2025)**



**NIKKEI Integrated Report
Award
Award for Excellence
(2022-2024)**



**S&P Global Sustainability
Yearbook Member
(2020-2025)**



**CDP Climate Change A
(2024)
CDP Water Security A
(2020-2024)**



**CDP Supplier Engagement
Rating:
Supplier Engagement Leader
(2020-2024)**



**Ecovadis Sustainability
Rating
PLATINUM (2025)**



**SX Brand
(2025)**



**Health & Productivity
Management Organization
Recognition Program
(2023-2025)**



**work with Pride
Gold (2024)**



**Clarivate Top 100
Global Innovators
(the eleventh time)**

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/2026/4q_1.html