

# Investors' Guide 2025

## Fiscal Years 2015-2025

### TDK Corporation

Value and Performance Indicators

Sheet No.

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## Consolidated Eleven-Year Summary

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025

(Yen Million)	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023(IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Net sales</b>	1,082,560	1,152,255	1,178,257	1,271,747	1,381,806	1,363,037	1,479,008	1,479,008	1,902,124	2,180,817	2,103,876	<b>2,204,806</b>
<b>(Overseas sales)</b>	989,348	1,061,203	1,073,024	1,158,004	1,268,437	1,252,634	1,361,803	1,361,803	1,753,086	2,004,381	1,919,245	<b>2,030,391</b>
<b>Cost of sales</b>	802,225	831,123	855,948	928,525	985,321	959,714	1,044,690	1,052,410	1,338,276	1,596,295	1,500,858	<b>1,516,764</b>
<b>Selling, general and administrative expenses</b>	199,795	227,185	239,446	257,630	287,561	289,771	317,302	328,217	410,568	434,803	452,520	<b>494,029</b>
<b>Impairment losses</b>	5,376	533	16,811	1,282	5,112	18,592	7,914					
<b>Impairment of Goodwill</b>	2,705			2,600								
<b>Gain on sale of a part of High-Frequency Devices business</b>			(145,208)	(5,277)	(4,011)	(2,910)	(2,433)	(2,433)				
<b>Production realignment costs</b>												
<b>Realignment-related gain; Sales of properties (gain)</b>												
<b>Restructuring cost</b>												
<b>Other</b>				(105)				(11,000)	(13,495)	(19,108)	(22,395)	<b>(30,179)</b>
<b>Operating profit (loss)</b>	72,459	93,414	208,660	89,692	107,823	97,870	111,535	111,814	166,775	168,827	172,893	<b>224,192</b>
<b>Profit (loss) before tax</b>	74,517	91,839	211,717	89,811	115,554	95,876	121,904	117,263	172,490	167,219	179,241	<b>237,808</b>
<b>Profit from continuing operations before tax</b>												
<b>Income tax expense</b>	21,738	25,216	66,157	25,834	33,004	38,719	42,699	42,702	40,675	52,918	53,106	<b>67,419</b>
<b>Net profit from continuing operations</b>	52,779	66,623	145,560	63,977	82,550	57,157	79,205	74,561	131,815	114,301	126,135	<b>170,389</b>
<b>Net profit (income) from discontinued operations</b>												
<b>Net profit (loss) attributable to owners of parent</b>	49,440	64,828	145,099	63,463	82,205	57,780	79,340	74,681	131,298	114,187	124,687	<b>167,161</b>
<b>Per common share (Yen) :</b>												
<b>Net profit (loss) attributable to owners of parent Basic</b>	392.78	514.23	1,150.16	502.80	651.02	457.47	628.08	39.41	69.29	60.24	65.74	<b>88.10</b>
<b>Net profit (loss) attributable to owners of parent Diluted</b>	377.98	504.66	1,147.57	501.47	649.45	456.44	626.78	39.33	69.13	60.13	65.64	<b>87.98</b>
<b>Net cash flow</b>	1,027.60	1,171.29	1,839.52	1,229.78	1,491.87	1,443.76	1,735.02	117.63	162.34	168.75	165.95	<b>191.27</b>
<b>Net assets</b>	5,865	5,355	6,289	6,532	6,947	6,681	7,944	506	686	769	900	<b>949</b>
<b>Dividends</b>	90.00	120.00	120.00	130.00	160.00	180.00	180.00	180.00	29.00	106.00	116.00	<b>86.00</b>
<b>Payout ratio (%)</b>	22.9	23.3	10.4	25.9	24.6	39.3	28.7	30.4	22.6	35.2	35.3	<b>34.1</b>
<b>Total assets</b>	1,404,253	1,450,564	1,664,333	1,905,209	1,992,480	1,943,379	2,401,433	2,359,663	3,041,653	3,147,027	3,415,304	<b>3,541,415</b>
<b>Equity attributable to owners of parent</b>	738,861	675,361	793,614	824,634	877,290	843,957	1,003,538	958,929	1,300,317	1,458,446	1,707,332	<b>1,800,070</b>
<b>Working capital</b>	352,364	289,760	388,542	296,899	208,165	247,577	221,909	202,547	470,814	603,000	711,085	<b>738,398</b>
<b>Purchase of tangible and intangible assets</b>	102,525	160,674	167,631	178,612	173,592	173,429	212,355	212,196	291,337	275,709	218,589	<b>225,290</b>
<b>Depreciation and amortization</b>	80,249	83,224	87,491	92,171	106,631	124,984	140,285	148,356	177,031	206,285	190,546	<b>196,228</b>
<b>Research and development</b>	70,644	84,920	91,254	102,641	115,155	117,489	127,046	127,409	165,250	179,467	188,860	<b>253,586</b>
<b>Number of employees</b>	88,076	91,648	99,693	102,883	104,781	107,138	129,284	129,284	116,808	102,908	101,453	<b>105,067</b>

### Notes:

1. In accordance with the provisions of ASC No.205-20, "Presentation of Financial Statements-Discontinued Operations," operating results relating to the data tape business and the blu-ray business are separately presented as discontinued operations in consolidated statements of operations for the year ended March 31, 2015.
2. TDK adopted Accounting Standards Update ("ASU") 2015-03 "Simplifying the Presentation of Debt Issuance Costs" issued by the Financial Accounting Standards Board ("FASB") after the year ended March 31, 2017. As a result, the bond issuance cost that used to be a part of Total assets is presented as a deduction from Total assets from the year ended March 31, 2015.
3. TDK adopted ASU 2017-07 "Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost" issued by FASB after the year ended March 31, 2019. As a result of this reclassification, cost of sales in the year ended March 31, 2018 decreased by ¥1,991 million, operating income increased by ¥4,059 million, selling, general and administrative expenses decreased by ¥2,068 million and research and development decreased by ¥816 million.
4. TDK split one share of its common stock into three shares on effective date of October 1, 2021. "Net profit attributable to owners of parent" is calculated based on the assumption that the share split was conducted on April 1, 2020.
5. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022. As for the Impairment losses, the amount is included in Cost of sales and Selling, general and administrative expenses from the year ended March 31, 2022.
6. TDK split one share of its common stock into five shares on effective date of October 1, 2024. "Net profit attributable to owners of parent" is calculated based on the assumption that the share split was conducted on April 1, 2023.
7. The cash dividends per share, 145.00 yen, for the year ended March 31, 2022 is comprised of an interim dividend (before the share split) of 100.00 yen and a year-end dividend (after the share split) of 45.00 yen.
8. The cash dividends per share, 86.00 yen, for the year ended March 31, 2025 is comprised of an interim dividend (before the share split) of 70.00 yen and a year-end dividend (after the share split) of 16.00 yen.

## Consolidated Performance Indicators (1)

TDK Corporation and Subsidiaries

Years ended March 31, 2015 through 2025

(Yen Million)

	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Net sales</b>	1,082,560	1,152,255	1,178,257	1,271,747	1,381,806	1,363,037	1,479,008	1,479,008	1,902,124	2,180,817	2,103,876	<b>2,204,806</b>
<b>(Overseas sales)</b>	989,348	1,061,203	1,073,024	1,158,004	1,268,437	1,252,634	1,361,803	1,361,803	1,753,086	2,004,381	1,919,245	<b>2,030,391</b>
Ratio to net sales (%)	91.4	92.1	91.1	91.1	91.8	91.9	92.1	92.1	92.2	91.9	91.2	<b>92.1</b>
<b>Cost of sales</b>	802,225	831,123	855,948	928,525	985,321	959,714	1,044,690	1,052,410	1,338,276	1,596,295	1,500,858	<b>1,516,764</b>
Ratio to net sales (%)	74.1	72.1	72.6	73.0	71.3	70.4	70.6	71.2	70.4	73.2	71.3	<b>68.8</b>
<b>Selling, general and administrative expenses</b>	207,876	227,718	113,649	253,530	288,662	305,453	322,783	328,217	410,568	434,803	452,520	<b>494,029</b>
Ratio to net sales (%)	19.2	19.8	9.7	19.9	20.9	22.4	21.9	22.2	21.6	19.9	21.5	<b>22.4</b>
<b>Operating income (loss)</b>	72,459	93,414	208,660	89,692	107,823	97,870	111,535	111,814	166,775	168,827	172,893	<b>224,192</b>
Ratio to net sales (%)	6.7	8.1	17.7	7.1	7.8	7.2	7.5	7.6	8.8	7.7	8.2	<b>10.2</b>
<b>Net profit (loss) attributable to owners of parent</b>	49,440	64,828	145,099	63,463	82,205	57,780	79,340	74,681	131,298	114,187	124,687	<b>167,161</b>
Ratio to net sales (%)	4.6	5.6	12.3	5.0	5.9	4.2	5.4	5.0	6.9	5.2	5.9	<b>7.6</b>
<b>Capital expenditures</b>	102,525	160,674	167,631	178,612	173,592	173,429	212,355	212,196	291,337	275,709	218,589	<b>225,290</b>
Percentage of net cash flow (%)	79.1	108.5	72.1	114.8	91.9	94.9	96.7	95.1	94.5	86.0	69.3	<b>62.0</b>
<b>Depreciation and amortization</b>	80,249	83,224	87,491	92,171	106,631	124,984	140,285	148,356	177,031	206,285	190,546	<b>196,028</b>
<b>Net cash flow</b>	129,689	148,052	232,590	155,634	188,836	182,764	219,625	223,037	308,329	320,472	315,233	<b>363,389</b>
<b>Research and development</b>	70,644	84,920	91,254	102,641	115,155	117,489	127,046	127,409	165,250	179,467	188,860	<b>253,586</b>
Percentage of net sales (%)	6.5	7.4	7.7	8.1	8.3	8.6	8.6	8.6	8.7	8.2	9.0	<b>11.5</b>

Notes:

1. In accordance with the provisions of ASC No.205-20, "Presentation of Financial Statements-Discontinued Operations," operating results relating to the data tape business and the blu-ray business are separately presented as discontinued operations in consolidated statements of operations for the year ended March 31, 2015.

2. TDK adopted ASU 2017-07 "Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost" issued by FASB after the year ended March 31, 2019. As a result of this reclassification, cost of sales in the year ended March 31, 2018 decreased by ¥1,991 million, operating income increased by ¥4,059 million, selling, general and administrative expenses decreased by ¥2,068 million and research and development decreased by ¥816 million.

3. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022.

## Consolidated Performance Indicators (2)

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025  
(Yen Million)

	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023(IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Return on invested capital (%)</b>	5.4	6.7	13.4	5.2	5.7	4.3	5.1	5.2	7.4	5.5	5.3	6.7
<b>Return on equity (%)</b>	7.2	9.2	19.8	7.8	9.7	6.7	8.6	8.5	11.6	8.3	7.9	9.5
<b>Return on assets (%)</b>	4.0	4.7	9.3	3.6	4.2	2.9	3.6	3.5	4.9	3.7	3.8	4.9
<b>Total assets</b>	1,404,253	1,450,564	1,664,333	1,905,209	1,992,480	1,943,379	2,401,433	2,359,663	3,041,653	3,147,027	3,415,304	3,541,415
<b>Asset turnover (Times)</b>	0.82	0.81	0.76	0.71	0.71	0.69	0.68	0.69	0.70	0.70	0.64	0.63
<b>Property, plant and equipment</b>	427,254	487,639	464,667	545,641	603,110	611,150	784,371	776,444	945,042	930,288	991,072	1,030,122
<b>Property, plant and equipment turnover (Times)</b>	2.7	2.5	2.5	2.5	2.4	2.2	2.1	2.1	2.2	2.3	2.2	2.2
<b>Inventories</b>	151,012	157,129	154,499	207,532	226,892	236,453	288,854	288,346	437,004	443,001	406,084	410,038
<b>Inventory turnover (Times)</b>	7.53	7.48	7.56	7.03	6.36	5.88	5.63	5.64	5.24	4.96	4.96	5.4
<b>Equity attributable to owners of parent</b>	738,861	675,361	793,614	824,634	877,290	843,957	1,003,538	958,929	1,300,317	1,458,446	1,707,332	1,800,070
<b>Ratio of equity attributable to owners of parent (%)</b>	52.6	46.6	47.7	43.3	44.0	43.4	41.8	40.6	42.8	46.3	50.0	50.8
<b>Current ratio (Times)</b>	1.91	1.64	1.81	1.49	1.29	1.34	1.22	1.20	1.44	1.60	1.70	1.67
<b>Debt / Equity ratio (Times)</b>	0.40	0.56	0.53	0.73	0.70	0.62	0.65	0.68	0.69	0.61	0.46	0.36
<b>Interest coverage ratio (Times)</b>	25.6	31.4	62.1	21.5	27.8	29.4	34.4	56.9	32.6	29.2	50.0	55.4

### Notes:

1. TDK adopted ASU 2015-03 "Simplifying the Presentation of Debt Issuance Costs" issued by FASB after the year ended March 31, 2017. As a result, the bond issuance cost that used to be a part of Total assets is presented as a deduction from Total assets from the year ended March 31, 2015. Besides, Return on investment, Return on total assets, Asset turnover and Debt / Equity ratio are also recalculated and presented.

2. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022.

## Consolidated Statements of Operations

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025

(Yen Million)	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Net sales</b>	1,082,560	1,152,255	1,178,257	1,271,747	1,381,806	1,363,037	1,479,008	1,479,008	1,902,124	2,180,817	2,103,876	<b>2,204,806</b>
<b>Cost of sales</b>	802,225	831,123	855,948	928,525	985,321	959,714	1,044,690	1,052,410	1,338,276	1,596,295	1,500,858	<b>1,516,764</b>
<b>Gross profit</b>	280,335	321,132	322,309	343,222	396,485	403,323	434,318	426,598	563,848	584,522	603,018	<b>688,042</b>
<b>Selling, general and administrative expenses</b>	199,795	227,185	239,446	257,630	287,561	289,771	317,302	328,217	410,568	434,803	452,520	<b>494,029</b>
<b>Impairment loss</b>	5,376	533	16,811	1,282	5,112	18,592	7,914					
<b>Impairment of Goodwill</b>	2,705		2,600									
<b>Gain on sale of a part of High-Frequency Devices business</b>			(145,208)	(5,277)	(4,011)	(2,910)	(2,433)	(2,433)				
<b>Production realignment costs</b>												
<b>Realignment-related gain; Sales of properties</b>												
<b>Restructuring cost</b>												
<b>Other</b>				(105)				(11,000)	(13,495)	(19,108)	(22,395)	<b>(30,179)</b>
<b>Operating profit (loss)</b>	72,459	93,414	208,660	89,692	107,823	97,870	111,535	111,814	166,775	168,827	172,893	<b>224,192</b>
<b>Other income (deductions):</b>												
<b>Finance income</b>	5,347	4,496	4,600	6,369	8,209	12,045	18,757	11,424	11,277	17,372	35,902	<b>27,047</b>
<b>Finance costs</b>	(1,146)	(8,655)	(3,428)	(5,495)	(8,567)	(7,691)	(4,828)	(7,483)	(7,853)	(20,772)	(30,224)	<b>(13,365)</b>
<b>Share of profit/(loss) of investments accounted for using the equity method</b>	725	1,462	1,396	2,989	1,795	(2,329)	(890)	415	2,291	1,792	670	<b>(66)</b>
<b>Other-net</b>	824	1,122	489	(3,744)	6,294	(4,019)	(2,670)	1,093				
	5,750	(1,575)	3,057	119	7,731	(1,994)	10,369	5,449	5,715	(1,608)	6,348	<b>13,616</b>
<b>Profit (loss) before tax</b>	78,209	91,839	211,717	89,811	115,554	95,876	121,904	117,263	172,490	167,219	179,241	<b>237,808</b>
<b>Profit from continuing operations before tax</b>												
<b>Income taxes expense</b>	21,738	25,216	66,157	25,834	33,004	38,719	42,699	42,702	40,675	52,918	53,106	<b>67,419</b>
<b>Profit from continuing operations</b>	52,779	66,623	145,560	63,977	82,550	57,157	79,205	74,561	131,815	114,301	126,135	<b>170,389</b>
<b>Profit (income) from discontinued operations</b>												
<b>Net profit (loss)</b>	52,779	66,623	145,560	63,977	82,550	57,157	79,205	74,561	131,815	114,301	126,135	<b>170,389</b>
<b>Net profit (loss) attributable to non-controlling interests</b>	3,339	1,795	461	514	345	(623)	(135)	(120)	517	114	1,448	<b>3,228</b>
<b>Net profit (loss) attributable to owners of parent</b>	49,440	64,828	145,099	63,463	82,205	57,780	79,340	74,681	131,298	114,187	124,687	<b>167,161</b>

### Notes:

1. In accordance with the provisions of ASC No.205-20, "Presentation of Financial Statements-Discontinued Operations," operating results relating to the data tape business and the blu-ray business are separately presented as discontinued operations in consolidated statements of operations for the year ended March 31, 2015.
2. In accordance with the provisions of ASC No.2017-07, "Improving the Presentation of Net Periodic Pension Cost and Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost," cost of sales and selling, general and administrative expenses in the year ended March 31, 2018 were reclassified amount were ¥1,991 million, ¥2,068 million, respectively.
3. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022. As a result, some numbers from the past are reclassified to match the accounts abiding by the International Financial Reporting Standards. As for the Impairment losses, the amount is included in Cost of sales and Selling, general and administrative expenses from the year ended March 31, 2022.

## Consolidated Balance Sheets

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025  
(Yen Million)

	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Assets</b>												
<b>Current assets:</b>												
Cash and cash equivalents	265,104	285,468	330,388	279,624	289,175	332,717	380,387	380,387	439,339	506,185	649,998	697,307
Trade receivables	238,089	226,218	254,909	304,016	308,154	310,142	429,454	429,371	524,476	546,381	558,298	583,133
Other financial assets	21,392	21,964	56,131	43,667	40,562	32,550	65,942	75,493	66,944	52,147	47,052	77,304
Inventories	151,012	157,129	154,499	207,532	226,892	236,453	288,854	288,346	437,004	443,001	406,084	410,038
Income taxes receivables	4,766	4,660	6,153	6,068	6,775	9,201	4,983	4,983	4,982	4,303	4,828	5,852
Other current assets	59,878	45,555	64,056	59,029	50,927	45,419	63,765	52,290	60,427	55,294	61,715	63,224
<b>Total current assets</b>	<b>740,241</b>	<b>740,994</b>	<b>866,136</b>	<b>899,936</b>	<b>922,485</b>	<b>966,482</b>	<b>1,233,385</b>	<b>1,230,870</b>	<b>1,533,172</b>	<b>1,607,311</b>	<b>1,727,975</b>	<b>1,836,858</b>
<b>Non-current assets:</b>												
Investments in securities	45,733	35,335	161,825	155,240	155,306	33,229	44,287					
Investments accounted for using the equity method								14,069	16,635	24,706	36,990	42,186
Other financial assets								43,961	123,581	153,950	184,425	183,840
Property, plant and equipment	427,254	487,639	464,667	545,641	603,110	611,150	784,371	776,444	945,042	930,288	991,072	1,030,122
Right-of-use assets						39,215	42,325	45,735	50,169	54,683	71,334	73,230
Goodwill	63,230	73,012	61,031	157,858	164,794	160,945	165,096	125,668	137,352	149,516	168,383	164,868
Intangible assets	47,776	45,824	51,821	85,531	88,693	79,748	73,280	73,357	69,030	61,241	57,114	49,159
Long-term advances to suppliers									121,370	110,925	105,941	93,850
Deferred tax assets	24,085	37,776	29,546	31,131	35,238	34,862	41,024	44,017	40,062	44,189	56,183	54,651
Other non-current assets	55,934	29,984	29,307	29,872	22,854	17,748	17,665	5,542	5,240	10,218	15,887	12,651
<b>Total assets</b>	<b>1,404,253</b>	<b>1,450,564</b>	<b>1,664,333</b>	<b>1,905,209</b>	<b>1,992,480</b>	<b>1,943,379</b>	<b>2,401,433</b>	<b>2,359,663</b>	<b>3,041,653</b>	<b>3,147,027</b>	<b>3,415,304</b>	<b>3,541,415</b>

Notes:

1. TDK adopted ASU 2015-03 "Simplifying the Presentation of Debt Issuance Costs" issued by FASB after the year ended March 31, 2017. As a result, the bond issuance cost that used to be a part of Other assets is presented as a deduction from Other assets from the year ended March 31, 2015.
2. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022. As a result, some numbers from the past are reclassified to match the accounts abiding by the International Financial Reporting Standards. The accounts Investments accounted for using the equity method and Other financial assets are shown separately from the year ended March 31, 2022.

## Consolidated Balance Sheets

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025

(Yen Million)	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Liabilities</b>												
<b>Current liabilities:</b>												
<b>Borrowings</b>	136,849	194,911	120,197	189,139	312,586	284,629	328,063	327,518	175,924	248,510	212,907	187,145
<b>Lease liabilities</b>						7,252	8,444	9,120	9,432	10,298	11,627	12,654
<b>Trade payables</b>	111,591	112,664	176,644	226,791	189,892	201,825	324,373	324,373	460,132	351,439	351,940	392,502
<b>Other financial liabilities</b>								161,930	147,272	92,673	81,774	114,502
<b>Income taxes payables</b>	6,510	5,267	16,650	10,989	3,781	7,341	9,232	20,389	29,715	30,285	38,746	41,093
<b>Provisions</b>								13,969	13,949	13,079	12,605	12,329
<b>Other current liabilities</b>	132,927	138,392	164,103	176,118	208,061	217,858	341,364	171,024	225,934	258,027	307,291	338,235
<b>Total current liabilities</b>	387,877	451,234	477,594	603,037	714,320	718,905	1,011,476	1,028,323	1,062,358	1,004,311	1,016,890	1,098,460
<b>Non-current liabilities:</b>												
<b>Bonds and borrowings</b>	131,454	140,826	213,935	293,880	207,682	140,061	155,273	150,148	455,562	448,656	400,259	346,001
<b>Lease liabilities</b>						28,824	29,833	35,036	38,895	44,694	60,943	62,600
<b>Other financial liabilities</b>								2,966	4,573	3,849	5,837	4,719
<b>Retirement benefit liabilities</b>	105,687	147,136	125,202	125,137	129,050	142,958	116,745	116,813	105,089	92,313	98,388	95,368
<b>Provisions</b>								5,200	5,371	9,697	13,660	13,124
<b>Deferred tax liabilities</b>	5,422	9,562	29,786	35,432	38,588	38,329	52,172	50,939	57,454	70,386	91,616	94,678
<b>Other non-current liabilities</b>	15,806	17,173	15,698	16,491	19,084	25,738	29,637	8,551	8,596	10,254	12,770	15,211
<b>Total liabilities</b>	646,246	765,931	862,215	1,073,977	1,108,724	1,094,815	1,395,136	1,397,976	1,737,898	1,684,160	1,700,363	1,730,161
<b>Equity:</b>												
<b>Equity attributable to owners of parent</b>												
<b>Share capital</b>	32,641	32,641	32,641	32,641	32,641	32,641	32,641	32,641	32,641	32,641	32,641	32,641
<b>Capital surplus</b>	39,755	21,083	15,349	8,738	5,958	1,783				45	34	264
<b>Retained earnings</b>	690,844	741,729	871,611	919,929	980,085	1,016,394	1,070,422	853,620	974,767	1,054,738	1,138,732	1,273,453
<b>Other components of equity</b>	(5,882)	(102,285)	(108,575)	(119,492)	(124,435)	(190,055)	(82,733)	89,460	309,607	387,281	551,998	509,555
<b>Treasury stock</b>	(18,497)	(17,807)	(17,412)	(17,182)	(16,959)	(16,806)	(16,792)	(16,792)	(16,698)	(16,259)	(16,073)	(15,843)
<b>Total equity attributable to owners of parent</b>	738,861	675,361	793,614	824,634	877,290	843,957	1,003,538	958,929	1,300,317	1,458,446	1,707,332	1,800,070
<b>Non-controlling interests</b>	19,146	9,272	8,504	6,598	6,466	4,607	2,759	2,758	3,438	4,421	7,609	11,184
<b>Total equity</b>	758,007	684,633	802,118	831,232	883,756	848,564	1,006,297	961,687	1,303,755	1,462,867	1,714,941	1,811,254
<b>Total liabilities and equity</b>	1,404,253	1,450,564	1,664,333	1,905,209	1,992,480	1,943,379	2,401,433	2,359,663	3,041,653	3,147,027	3,415,304	3,541,415

### Notes:

1. TDK adopted ASU 2015-03 "Simplifying the Presentation of Debt Issuance Costs" issued by FASB after the year ended March 31, 2017. As a result, the bond issuance cost that used to be a part of Long-term debt, excluding current installments is presented as a deduction from Long-term debt, excluding current installments from the year ended March 31, 2015.
2. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022. As a result, some numbers from the past are reclassified to match the accounts abiding by the International Financial Reporting Standards. The accounts Other financial liabilities and Provisions are shown separately from the year ended March 31, 2022.

# Consolidated Statements of Cash Flows

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025  
(Yen Million)

	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Cash flows from operating activities:</b>												
Net profit (loss)	52,779	66,623	145,560	63,977	82,550	57,157	79,205	74,561	131,815	114,301	126,135	170,389
Adjustments to reconcile net income (loss) to net cash provided by operating activities:												
Depreciation and amortization	80,249	83,224	87,491	92,171	106,631	124,984	140,285	148,356	177,031	206,285	190,546	196,228
Loss (gain) on sale or disposal of property, plant and equipment	860	1,105	601	704	2,249	2,183	(18)					
impairment losses (reversal of impairment losses)	5,376	533	16,811	1,282	5,112	18,592	7,914	7,914	3,300	35,064	9,570	18,032
Income tax expense	3,009	2,001	30,723	(1,354)	5,458	(4,437)	6,222	42,702	40,675	52,918	53,106	67,419
Finance income	(1,272)	3,145	(80)	248	(463)	(1,879)	(9,030)	(11,424)	(11,277)	(17,372)	(35,902)	(27,047)
Finance costs								7,483	7,853	20,772	30,224	13,365
Gain on sale of a part of High-Frequency Devices business			(149,538)	(5,427)	(4,011)	(2,910)	(2,433)	(2,433)				
Gain on sale of a subsidiary												
Share of (profit)/loss of investments accounted for using the equity method	(669)	(1,417)	(1,280)	(2,924)	(1,768)	2,370	905	(415)	(2,291)	(1,792)	(670)	66
Gain on sale of investments accounted for using the equity method					(9,379)	183	(1,093)	(1,093)				
Changes in assets and liabilities:												
Decrease (increase) in trade receivables	4,919	(7,262)	(59,152)	(51,961)	(3,388)	(13,198)	(96,966)	(96,954)	(38,452)	6,321	36,976	(28,011)
Decrease (increase) in inventories	(4,368)	(10,591)	(21,709)	(49,731)	(22,952)	(20,357)	(38,603)	(38,561)	(108,436)	11,961	72,950	(8,273)
Decrease (increase) in long-term advances to suppliers									(112,222)	12,787	13,093	10,832
Decrease (increase) in other current assets											(2,905)	5,865
Increase (decrease) in trade payables	(12,375)	16,460	67,913	53,761	(12,241)	23,090	99,098	99,098	86,431	(116,469)	(19,744)	38,777
Increase (decrease) in other current liabilities											14,966	37,063
Net change in other assets and liabilities	(2,201)	5,334	7,198	(10,437)	(5,481)	9,038	(18,696)	19,098	24,713	2,805		
Decrease (increase) in other financial assets											12,997	(1,297)
Increase (decrease) in other financial liabilities											(2,834)	6,669
Net change in other financial assets and liabilities										(8,519)		
Increase (decrease) in retirement benefit liabilities	536	(3,966)	1,646	(1,560)	(2,770)	(3,794)	(3,098)	(1,313)	(348)		(4,533)	(4,269)
Interest and dividends received								9,206	9,538	14,746	20,965	20,391
Interest paid								(4,056)	(5,491)	(9,009)	(8,942)	(8,045)
Income taxes paid								(27,568)	(30,617)	(41,139)	(40,197)	(59,757)
Other	9,797	(1,824)	10,388	431	(661)	13,382	9,502	6,254	6,765	(20,888)	(18,794)	(2,558)
<b>Cash flows from operating activities</b>	<b>142,850</b>	<b>151,563</b>	<b>160,136</b>	<b>91,310</b>	<b>140,274</b>	<b>222,390</b>	<b>222,814</b>	<b>230,855</b>	<b>178,987</b>	<b>262,772</b>	<b>447,007</b>	<b>445,839</b>
<b>Cash flows from investing activities:</b>												
Purchase of tangible and intangible assets	(102,525)	(160,674)	(167,631)	(178,612)	(173,592)	(173,429)	(212,355)	(212,196)	(291,337)	(275,709)	(218,589)	(225,290)
Proceeds from sales of tangible and intangible assets	7,698	3,918	21,085	9,083	3,921	2,945	3,586	3,586	3,368	23,795	26,100	20,517
Proceeds from withdrawal of time deposits	21,828	30,348	38,697	168,256	92,197	80,328	90,606	90,606	83,172	79,937	44,796	71,492
Payments into time deposits	(30,861)	(27,352)	(73,632)	(156,621)	(87,581)	(74,665)	(120,427)	(120,427)	(66,745)	(42,416)	(43,183)	(115,127)
Proceeds from sale and redemption of securities	707	4,833	523	24,933	435	1,608	1,080	1,080	1,523	788	1,952	19,093
Payment for purchase of securities	(248)	(1,112)	(837)	(1,208)	(803)	(2,380)	(3,994)	(3,994)	(11,537)	(11,803)	(17,918)	(9,184)
Acquisitions of assets												
Proceeds from sale of business												
Proceeds from sale of a part of High-Frequency Devices business			128,210	30,365	11,462		7,017	7,017				
Proceeds from sale of a subsidiary												
Acquisition of subsidiaries, net of cash acquired		(15,165)	(16,819)	(141,499)	(2,548)	(234)						
Proceeds from sale of investments in associates					22,064	124,484	2,502	2,502				
Purchase of investments in associates										(6,754)	(9,693)	(5,975)
Other	(23,911)	24,619	(707)	(796)	(5,734)	(621)	497	408	10	(2,240)	(57)	(368)
<b>Cash flows from investing activities</b>	<b>(127,312)</b>	<b>(140,585)</b>	<b>(71,111)</b>	<b>(246,099)</b>	<b>(140,179)</b>	<b>(41,964)</b>	<b>(231,488)</b>	<b>(231,488)</b>	<b>(281,546)</b>	<b>(234,402)</b>	<b>(216,592)</b>	<b>(244,842)</b>
<b>Cash flows from financing activities:</b>												
Proceeds from long-term borrowings	34,777	22,700						50,014	190,879	372	80,339	13,677
Repayment of long-term borrowings	(37,320)	(1,289)						(66,200)	(134,570)	(4,868)	(25,478)	(134,934)
Net increase (decrease) in short-term borrowings	(916)	50,213	(14,034)	134,300	32,060	(95,293)	58,687	(24,526)	(8,235)	65,942	(168,237)	10,050
Proceeds from bonds								100,000	100,000		20,000	
コマーシャル・ペーパーの増減 (純額)												29,954
Repayment of lease liabilities								(8,712)	(9,713)	(10,398)	(12,286)	(14,183)
Dividends paid	(10,069)	(13,864)	(15,132)	(15,138)	(18,948)	(21,469)	(22,738)	(22,738)	(23,987)	(37,198)	(42,152)	(48,536)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(24,633)	(28,504)	(8,914)	(8,796)	(3,590)	(4,991)	(5,955)	(5,955)	(113)			
Other	2,918	49	327	(278)	(87)	(16)	(801)	(801)	(518)	1,097	1,446	639
<b>Cash flows from financing activities</b>	<b>(35,243)</b>	<b>29,305</b>	<b>(37,753)</b>	<b>110,088</b>	<b>9,435</b>	<b>(121,769)</b>	<b>29,193</b>	<b>21,082</b>	<b>113,743</b>	<b>14,947</b>	<b>(146,368)</b>	<b>(143,333)</b>
Effect of exchange rate changes on cash and cash equivalents	33,961	(19,919)	(6,352)	(6,063)	21	(15,115)	27,151	27,151	47,768	23,529	59,766	(10,355)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>14,256</b>	<b>20,364</b>	<b>44,920</b>	<b>(50,764)</b>	<b>9,551</b>	<b>43,542</b>	<b>47,670</b>	<b>47,670</b>	<b>58,952</b>	<b>66,846</b>	<b>143,813</b>	<b>47,309</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>250,848</b>	<b>265,104</b>	<b>285,468</b>	<b>330,388</b>	<b>279,624</b>	<b>289,175</b>	<b>332,717</b>	<b>332,717</b>	<b>380,387</b>	<b>439,339</b>	<b>506,185</b>	<b>649,998</b>
<b>Cash and cash equivalents at end of year</b>	<b>265,104</b>	<b>285,468</b>	<b>330,388</b>	<b>279,624</b>	<b>289,175</b>	<b>332,717</b>	<b>380,387</b>	<b>380,387</b>	<b>439,339</b>	<b>506,185</b>	<b>649,998</b>	<b>697,307</b>

Notes:  
1. As a result of the reclassification of Cash flows from financing activities in the year ended March 31, 2019, the figures for the years ended March 31, 2017 and 2018 are also reclassified from "Proceeds from long-term debt," "Repayment of long-term debt," and "Increase (decrease) in short-term debt, net" to "Proceeds from debt with maturities longer than three months," "Repayment of debt with maturities longer than three months," and "Net increase (decrease) in debt with maturities of three months."  
2. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022. As a result, some numbers from the past are reclassified to match the accounts abiding by the International Financial Reporting Standards. The accounts "Finance costs", "Interest and dividends received", "Interest paid", "Income taxes paid", "Proceeds from bonds" and "Repayment of lease liabilities" are shown separately from the year ended March 31, 2022.



## Segment Information (1)

TDK Corporation and Subsidiaries  
Years ended March 31, 2015 through 2025

(Yen Million)	2015	2016	2017	2018	2019	2020	2021	2021 (IFRS)	2022 (IFRS)	2023 (IFRS)	2024 (IFRS)	2025 (IFRS)
<b>Total</b>												
Sales	1,082,560	1,152,255	1,178,257	1,271,747	1,381,806	1,363,037	1,479,008	1,479,008	1,902,124	2,180,817	2,103,876	2,204,806
Operating profit (loss)	72,459	93,414	208,660	89,692	107,823	97,870	111,535	111,814	166,775	168,827	172,893	224,192
Total assets	1,404,253	1,450,564	1,664,333	1,905,209	1,992,480	1,943,379	2,401,433	2,359,663	3,041,653	3,147,027	3,415,304	3,541,415

### Sales by Segment

<b>Passive Components</b>	531,998	583,474	548,730									
Share to net sales (%)	49.1	50.6	46.6									
<b>Magnetic Application Products</b>	363,347	315,322	349,698									
Share to net sales (%)	33.6	27.4	29.7									
<b>Film Application Products</b>	151,275	219,893	247,693									
Share to net sales (%)	14.0	19.1	21.0									
<b>Other</b>	35,940	33,566	32,136									
Share to net sales (%)	3.3	2.9	2.7									

### Sales by Segment\*<sup>1</sup>

<b>Passive Components</b>			528,225	437,639								
Share to net sales (%)			44.8	34.4								
<b>Sensor Application Products</b>			42,850	77,578								
Share to net sales (%)			3.7	6.1								
<b>Magnetic Application Products</b>			329,850	333,235								
Share to net sales (%)			28.0	26.2								
<b>Film Application Products</b>			247,693	370,953								
Share to net sales (%)			21.0	29.2								
<b>Other</b>			29,639	52,342								
Share to net sales (%)			2.5	4.1								

### Sales by Segment\*<sup>2</sup>

<b>Passive Components</b>				417,757	433,406	395,456	407,126	407,126	507,826	575,939	565,649	559,639
Share to net sales (%)				32.9	31.4	29.0	27.5	27.5	26.7	26.4	26.9	25.4
<b>Sensor Application Products</b>				77,355	76,467	77,938	81,345	81,345	130,769	169,543	180,511	189,472
Share to net sales (%)				6.1	5.5	5.7	5.5	5.5	6.9	7.8	8.6	8.6
<b>Magnetic Application Products</b>				277,548	272,807	219,668	199,253	199,253	248,446	200,573	184,211	223,637
Share to net sales (%)				21.8	19.7	16.1	13.5	13.5	13.1	9.2	8.7	10.1
<b>Energy Application Products</b>				442,822	537,502	597,698	740,227	740,227	965,345	1,173,355	1,121,662	1,176,499
Share to net sales (%)				34.8	38.9	43.9	50.0	50.0	50.7	53.8	53.3	53.4
<b>Other</b>				56,265	61,624	72,277	51,057	51,057	49,738	61,407	51,843	55,559
Share to net sales (%)				4.4	4.5	5.3	3.5	3.5	2.6	2.8	2.5	2.5

\*1. From the year ended March 31, 2018, the business result is disclosed with the new business segments of "Passive Components," "Sensor Application Products," "Magnetic Application Products," "Film Application Products," and "Other."

\*2. From the year ended March 31, 2019, the business result is disclosed with the new business segments of "Passive Components," "Sensor Application Products," "Magnetic Application Products," "Energy Application Products," and "Other."

### Notes:

1. In accordance with the provisions of ASC No.205-20, "Presentation of Financial Statements-Discontinued Operations," operating results relating to the data tape business and the blu-ray business are separately presented as discontinued operations in consolidated statements of operations for the year ended March 31, 2015.

2. As a result of the reorganization in the year ended March 31, 2016, certain products of the Passive Components segment and the Magnetic Application Products segment were reclassified into Other for the figures for the years ended March 31, 2015.

3. As a result of the reorganization in the year ended March 31, 2017, certain products of Other were reclassified into Inductive Devices and Other Passive Components and certain products of Film Application Products were reclassified into Other. The figures for the years ended March 31, 2016 were also reclassified to conform to the new segmentation.

4. TDK adopted ASU 2015-03 "Simplifying the Presentation of Debt Issuance Costs" issued by FASB after the year ended March 31, 2017. As a result, the bond issuance cost that used to be a part of Total assets is presented as a deduction from Total assets from the year ended March 31, 2015.

5. As a result of the reorganization in the year ended March 31, 2018, Sensor Application Products was newly established. Certain products of Other were reclassified into Passive Components and certain products of Magnetic Application Products were reclassified into Other. The figures for the years ended March 31, 2017 were also reclassified to conform to the new segmentation.

6. As a result of the reorganization in the year ended March 31, 2019, Energy Application Products was newly established. Certain products of Other Passive Components in Passive Components were reclassified into Other, and certain products of Other were reclassified into Other Passive Components in Passive Components, and certain portion of Sensor Application Products were reclassified into Other. The figures for the year ended March 31, 2018 were also reclassified to conform to the new segmentation.

7. TDK adopted the International Financial Reporting Standards from the year ended March 31, 2022; consolidated financial statements are prepared under the International Financial Reporting Standards from the year ended March 31, 2022.

8. As a result of the reorganization in the year ended March 31, 2023, certain products of Other were reclassified into Passive Components and Sensor Application Products. The figures for the year ended March 31, 2022 were also reclassified to conform to the new segmentation.

9. As a result of the reorganization in the year ended March 31, 2024, certain products of Other were reclassified into Passive Components. The figures for the year ended March 31, 2023 were also reclassified to conform to the new segmentation.

## Segment Information (2)

FY March 2024 (Yen Million)	Q1 (Apr.-Jun.)	Q2 (Jul.-Sep.)	Q3 (Oct.-Dec.)	Q4 (Jan.-Mar.)
<b>Sales</b>				
Passive Components	140,739	145,431	140,967	138,512
Sensor Application Products	38,787	47,266	49,249	45,209
Magnetic Application Products	38,217	44,837	49,300	51,857
Energy Application Products	274,933	303,990	304,545	238,194
Other	10,723	14,788	15,189	11,143
	<b>503,399</b>	<b>556,312</b>	<b>559,250</b>	<b>484,915</b>

FY March 2025 (Yen Million)	Q1 (Apr.-Jun.)	Q2 (Jul.-Sep.)	Q3 (Oct.-Dec.)	Q4 (Jan.-Mar.)
<b>Sales</b>				
Passive Components	143,051	141,915	139,618	135,055
Sensor Application Products	44,080	50,779	48,094	46,519
Magnetic Application Products	55,013	55,932	54,450	58,242
Energy Application Products	262,920	309,053	323,974	280,552
Other	13,745	13,013	14,907	13,894
	<b>518,809</b>	<b>570,692</b>	<b>581,043</b>	<b>534,262</b>