

# 11-year Summary

TAIYO YUDEN CO., LTD. and Subsidiaries

Years Ended March 31 and as of March 31

	Millions of yen	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net sales		¥153,721	¥163,328	¥172,256	¥186,539	¥221,229	¥238,274	¥185,452	¥195,690	¥210,401	¥183,795	¥192,903
Operating income (loss)		8,169	10,988	2,055	6,691	22,018	21,304	(12,755)	4,203	8,792	(8,010)	4,993
Ordinary income (loss)		7,288	9,381	1,973	6,997	21,641	19,141	(12,601)	1,966	6,740	(9,070)	7,260
Net income (loss)		2,992	(1,844)	(774)	3,155	12,944	10,634	(14,332)	(680)	(5,506)	(21,599)	2,000
Net assets		152,552	140,395	141,667	153,875	169,497	167,766	139,435	139,263	127,626	104,400	115,961
Total assets		214,097	213,988	212,231	224,381	258,552	271,605	225,451	236,361	221,272	208,461	225,927
Cash flows from operating activities		28,967	18,494	5,853	20,054	28,979	29,791	15,696	25,662	25,219	5,534	19,496
Cash flows from investing activities		(5,642)	(14,683)	(19,601)	(15,290)	(33,780)	(43,768)	(25,665)	(8,918)	(16,594)	(28,945)	(18,157)
Cash flows from financing activities		(13,425)	(2,464)	3,386	(2,805)	7,586	12,855	9,780	(8,775)	(8,948)	11,388	2,334
Cash and cash equivalents at end of year		41,883	40,752	31,245	35,672	39,435	35,401	33,110	40,451	38,811	26,671	33,280
R&D expenses		7,988	7,903	7,581	7,096	8,207	8,888	8,463	7,698	8,475	8,068	6,840
Capital investment		7,417	14,409	22,464	15,778	30,244	44,584	27,018	9,352	17,519	26,764	20,702
Depreciation and amortization		20,284	18,333	17,984	17,052	18,376	23,294	27,850	23,922	19,309	19,250	19,832
	Yen	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net assets per share		¥1,268.22	¥1,176.13	¥1,187.69	¥1,290.00	¥1,421.45	¥1,403.24	¥1,181.28	¥1,179.82	¥1,080.61	¥884.70	¥983.16
Basic net income (loss) per share		24.38	(15.90)	(6.58)	26.00	108.58	89.22	(121.51)	(5.78)	(46.82)	(183.70)	17.01
Diluted net income per share		23.66	-	-	25.21	104.09	82.06	-	-	-	-	16.98
Cash dividends per share		10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	5.00	10.00
	%	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Equity ratio		71.3	65.6	66.8	68.6	65.5	61.6	61.6	58.7	57.4	49.9	51.2
Return on Equity [ROE]		1.9	(1.3)	(0.5)	2.1	8.0	6.3	(9.4)	(0.5)	(4.1)	(18.7)	1.8
Return on Assets [ROA]		3.3	4.4	0.9	3.2	9.0	7.2	(5.1)	0.9	2.9	(4.2)	3.3
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of employees [consolidated]		15,791	17,194	17,577	19,656	20,387	20,117	17,478	17,836	17,267	16,194	15,915
Number of employees [non-consolidated]		2,860	2,675	2,669	2,592	2,686	2,905	2,918	2,957	2,988	2,977	2,632

Note: ROE = Net income/Shareholders' equity (yearly average) x 100

ROA = Ordinary income/Total assets (yearly average) x 100

The figures differ from the figures presented on page 7 of this report because the change in the basis of calculation used in the fiscal years ended March 2012 and March 2013 has not been applied.