

11-year Summary

TAIYO YUDEN CO., LTD. and Subsidiaries  
Years Ended March 31 and as of March 31

| (Millions of yen)                                          |          |          |          |          |          |          |          |          |          |          | (Millions of yen) |
|------------------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------|
| Fiscal year                                                | 2010     | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2019     | 2020              |
| Business results                                           |          |          |          |          |          |          |          |          |          |          |                   |
| Net sales                                                  | 195,690  | 210,401  | 183,795  | 192,903  | 208,222  | 227,095  | 240,385  | 230,716  | 244,117  | 274,349  | 282,329           |
| Operating income (loss)                                    | 4,203    | 8,792    | (8,010)  | 4,850    | 11,358   | 13,153   | 23,370   | 12,385   | 20,221   | 35,237   | 37,176            |
| Ordinary income (loss)                                     | 1,966    | 6,740    | (9,070)  | 7,118    | 12,192   | 15,653   | 22,263   | 11,200   | 20,553   | 34,351   | 35,165            |
| Net income (loss) attributable to owners of parent company | (680)    | (5,506)  | (21,599) | 1,867    | 6,989    | 10,919   | 14,751   | 5,428    | 16,355   | 23,687   | 18,022            |
| Total assets                                               | 236,361  | 221,272  | 208,461  | 225,991  | 247,596  | 265,454  | 268,380  | 271,149  | 287,170  | 328,861  | 343,122           |
| Net assets                                                 | 139,263  | 127,626  | 104,400  | 115,814  | 128,556  | 150,856  | 153,381  | 154,150  | 170,118  | 205,953  | 210,454           |
| Cash flows from operating activities                       | 25,662   | 25,219   | 5,534    | 19,496   | 29,724   | 24,896   | 38,278   | 29,692   | 33,944   | 42,967   | 52,434            |
| Cash flows from investing activities                       | (8,918)  | (16,594) | (28,945) | (18,157) | (18,947) | (20,964) | (35,374) | (28,806) | (26,918) | (33,581) | (40,874)          |
| Free cash flows                                            | 16,744   | 8,625    | (23,411) | 1,339    | 10,777   | 3,932    | 2,904    | 887      | 7,026    | 9,386    | 11,560            |
| Cash flows from financing activities                       | (8,775)  | (8,948)  | 11,388   | 2,334    | 8,404    | (21,249) | (2,050)  | (4,342)  | 953      | (1,603)  | (4,851)           |
| Cash and cash equivalents at end of year                   | 40,451   | 38,811   | 26,671   | 33,280   | 54,611   | 41,476   | 39,944   | 36,094   | 43,837   | 51,654   | 57,285            |
| R&D expenses                                               | 7,698    | 8,475    | 8,068    | 6,840    | 7,353    | 8,237    | 9,024    | 10,008   | 10,574   | 13,039   | 12,921            |
| Capital investment                                         | 9,352    | 17,519   | 26,764   | 20,702   | 19,126   | 18,773   | 41,261   | 33,161   | 24,549   | 38,570   | 39,365            |
| Depreciation and amortization                              | 23,922   | 19,309   | 19,250   | 19,832   | 20,750   | 21,813   | 23,767   | 24,908   | 25,589   | 26,547   | 27,022            |
| Per share data (yen)                                       |          |          |          |          |          |          |          |          |          |          |                   |
| Net assets per share                                       | 1,179.82 | 1,080.61 | 884.70   | 981.92   | 1,090.26 | 1,278.07 | 1,299.75 | 1,305.96 | 1,440.79 | 1,609.72 | 1,672.40          |
| Basic net income (loss) per share                          | (5.78)   | (46.82)  | (183.70) | 15.88    | 59.38    | 92.74    | 125.27   | 46.08    | 138.80   | 189.93   | 143.04            |
| Diluted net income per share                               | —        | —        | —        | 15.85    | 58.09    | 85.51    | 115.54   | 42.43    | 127.88   | 185.87   | 142.67            |
| Cash dividends per share                                   | 10.00    | 10.00    | 5.00     | 10.00    | 10.00    | 10.00    | 15.00    | 20.00    | 20.00    | 21.00    | 26.00             |
| Financial ratios (%)                                       |          |          |          |          |          |          |          |          |          |          |                   |
| Equity ratio                                               | 58.7     | 57.4     | 49.9     | 51.1     | 51.8     | 56.7     | 57.1     | 56.8     | 59.1     | 62.5     | 61.2              |
| Return on Equity [ROE]                                     | (0.5)    | (4.1)    | (18.7)   | 1.7      | 5.7      | 7.8      | 9.7      | 3.5      | 10.1     | 12.6     | 8.7               |
| Return on Assets [ROA]                                     | 0.9      | 2.9      | (4.2)    | 3.3      | 5.1      | 6.1      | 8.3      | 4.2      | 7.4      | 11.2     | 10.5              |
| Other data                                                 |          |          |          |          |          |          |          |          |          |          |                   |
| Number of employees [consolidated]                         | 17,836   | 17,267   | 16,194   | 15,915   | 16,435   | 18,262   | 18,810   | 18,753   | 19,011   | 21,300   | 21,723            |
| Number of employees [non-consolidated]                     | 2,957    | 2,988    | 2,977    | 2,632    | 2,572    | 2,577    | 2,618    | 2,586    | 2,590    | 2,681    | 2,785             |
| Greenhouse gas emissions (1,000t-CO <sub>2</sub> e)        |          |          |          | 477      | 458      | 485      | 483      | 482      | 497      | 494      | 486               |
| (Emissions per sales unit)                                 |          |          |          | (2.47)   | (2.20)   | (2.13)   | (2.01)   | (2.09)   | (2.04)   | (1.80)   | (1.72)            |
| Incidence rate of injuries and illness                     |          |          |          | N.A.     | 0.020    | 0.030    | 0.030    | 0.035    | 0.028    | 0.015    | 0.008             |
| Incidence rate of mental health problems (%)               |          |          |          | 0.80     | 0.74     | 0.85     | 0.45     | 0.60     | 1.15     | 1.15     | 0.86              |

Note: ROE = Net income (loss) attributable to owners of parent company/Shareholders’ equity (yearly average) x 100  
ROA = Ordinary income/Total assets (yearly average) x 100