

# 11-year Financial and Non-financial Summary

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

	(Millions of yen)										
Years ended March 31	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Business results</b>											
Net sales	183,795	192,903	208,222	227,095	240,385	230,716	244,117	274,349	282,329	300,920	349,636
Operating income (loss)	(8,010)	4,850	11,358	13,153	23,370	12,385	20,221	35,237	37,176	40,766	68,218
Ordinary income (loss)	(9,070)	7,118	12,192	15,653	22,263	11,200	20,553	34,351	35,165	41,247	72,191
Net income (loss) attributable to owners of the parent company	(21,599)	1,867	6,989	10,919	14,751	5,428	16,355	23,687	18,022	28,615	54,361
Total assets	208,461	225,991	247,596	265,454	268,380	271,149	287,170	328,861	343,122	404,642	474,522
Net assets	104,400	115,814	128,556	150,856	153,381	154,150	170,118	205,953	210,454	243,941	300,286
Cash flows from operating activities	5,534	19,496	29,724	24,896	38,278	29,692	33,944	42,967	52,434	52,882	67,315
Cash flows from investing activities	(28,945)	(18,157)	(18,947)	(20,964)	(35,374)	(28,806)	(26,918)	(33,581)	(40,874)	(42,218)	(50,622)
Free cash flows	(23,411)	1,339	10,777	3,932	2,904	887	7,026	9,386	11,560	10,664	16,693
Cash flows from financing activities	11,388	2,334	8,404	(21,249)	(2,050)	(4,342)	953	(1,603)	(4,851)	12,604	(14,711)
Cash and cash equivalents at end of year	26,671	33,280	54,611	41,476	39,944	36,094	43,837	51,654	57,285	81,785	88,609
R&D expenses	8,068	6,840	7,353	8,237	9,024	10,008	10,574	13,039	12,921	12,550	13,099
Capital investment	26,764	20,702	19,126	18,773	41,261	33,161	24,549	38,570	39,365	49,699	34,023
Depreciation and amortization	19,250	19,832	20,750	21,813	23,767	24,908	25,589	26,547	27,022	29,256	31,287
(Yen)											
<b>Per share data</b>											
Net assets per share	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	1,937.86	2,403.20
Basic net income (loss) per share	(183.70)	15.88	59.38	92.74	125.27	46.08	138.80	189.93	143.04	227.99	433.46
Diluted net income per share	—	15.85	58.09	85.51	115.54	42.43	127.88	185.87	142.67	227.32	432.19
Cash dividends per share	5.00	10.00	10.00	10.00	15.00	20.00	20.00	21.00	26.00	40.00	80.00
(Yen)											
<b>Financial indicators</b>											
Equity ratio	49.9	51.1	51.8	56.7	57.1	56.8	59.1	62.5	61.2	60.1	63.1
Return on Equity [ROE]	(18.7)	1.7	5.7	7.8	9.7	3.5	10.1	12.6	8.7	12.6	20.0
Return on Assets [ROA]	(4.2)	3.3	5.1	6.1	8.3	4.2	7.4	11.2	10.5	11.0	16.4
Return On Invested Capital [ROIC]	(12.9)	1.1	3.7	5.4	7.2	2.6	7.6	9.8	6.8	9.8	15.7
(%)											
<b>Non-financial indicators</b>											
Number of employees [consolidated]	16,194	15,915	16,435	18,262	18,810	18,753	19,011	21,300	21,723	22,852	22,312
Number of employees [non-consolidated]	2,977	2,632	2,572	2,577	2,618	2,586	2,590	2,681	2,785	2,837	2,873
Greenhouse gas emissions (10 <sup>3</sup> t-CO <sub>2</sub> e)	—	368	382	426	424	422	432	430	432	484	459
(Emissions per sales unit)	—	(1.91)	(1.83)	(1.88)	(1.76)	(1.83)	(1.77)	(1.57)	(1.53)	(1.61)	(1.31)
Incidence rate of injuries and illness	—	N.A.	0.020	0.030	0.030	0.035	0.028	0.015	0.008	0.015	0.021
Accident frequency rate	—	0.09	0.10	0.15	0.15	0.18	0.14	0.08	0.04	0.08	0.10

Note: ROE = Net income (loss) attributable to owners of the parent company/Shareholders' equity (yearly average) x 100

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

Accident frequency rate = Number of the victims of occupational injury (at least one workday lost) ÷ Total actual number of hours worked by registered workers x 1,000,000