

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)					(Millions of yen)						
	Years ended March 31	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Business results												
Net sales		227,095	240,385	230,716	244,117	274,349	282,329	300,920	349,636	319,504	322,647	341,438
Operating profit		13,153	23,370	12,385	20,221	35,237	37,176	40,766	68,218	31,980	9,079	10,459
Ordinary profit		15,653	22,263	11,200	20,553	34,351	35,165	41,247	72,191	34,832	13,757	10,517
Profit attributable to owners of parent		10,919	14,751	5,428	16,355	23,687	18,022	28,615	54,361	23,216	8,317	2,328
Total assets		265,454	268,380	271,149	287,170	328,861	343,122	404,642	474,522	503,462	579,686	573,188
Net assets		150,856	153,381	154,150	170,118	205,953	210,454	243,941	300,286	318,478	330,098	319,171
Cash flows from operating activities		24,896	38,278	29,692	33,944	42,967	52,434	52,882	67,315	39,460	51,104	33,941
Cash flows from investing activities		(20,964)	(35,374)	(28,806)	(26,918)	(33,581)	(40,874)	(42,218)	(50,622)	(60,438)	(82,793)	(63,527)
Free cash flows		3,932	2,904	887	7,026	9,386	11,560	10,664	16,693	(20,978)	(31,689)	(29,586)
Cash flows from financing activities		(21,249)	(2,050)	(4,342)	953	(1,603)	(4,851)	12,604	(14,711)	14,485	37,647	3,048
Cash and cash equivalents at end of period		41,476	39,944	36,094	43,837	51,654	57,285	81,785	88,609	84,124	94,940	67,543
R&D expenses		8,237	9,024	10,008	10,574	13,039	12,921	12,550	13,099	12,678	13,696	15,042
Capital investment		18,773	41,261	33,161	24,549	38,570	39,365	49,699	34,023	50,489	92,201	64,158
Depreciation and amortization		21,813	23,767	24,908	25,589	26,547	27,022	29,256	31,287	34,903	39,391	46,258
Per share data												
Net assets per share		1,278.07	1,299.75	1,305.96	1,440.79	1,609.72	1,672.40	1,937.86	2,403.20	2,548.15	2,640.98	2,552.94
Basic earnings per share		92.74	125.27	46.08	138.80	189.93	143.04	227.99	433.46	186.32	66.75	18.67
Diluted earnings per share		85.51	115.54	42.43	127.88	185.87	142.67	227.32	432.19	185.71	63.49	16.13
Cash dividends per share		10.00	15.00	20.00	20.00	21.00	26.00	40.00	80.00	90.00	90.00	90.00
Financial indicators												
Equity ratio		56.7	57.1	56.8	59.1	62.5	61.2	60.1	63.1	63.1	56.8	55.6
Return on Equity [ROE]		7.8	9.7	3.5	10.1	12.6	8.7	12.6	20.0	7.5	2.6	0.7
Return on Assets [ROA]		6.1	8.3	4.2	7.4	11.2	10.5	11.0	16.4	7.1	2.5	1.8
Return on Invested Capital [ROIC]		5.4	7.2	2.6	7.6	9.8	6.8	9.8	15.7	5.9	1.9	0.5
Non-financial indicators												
Number of employees [consolidated]		18,262	18,810	18,753	19,011	21,300	21,723	22,852	22,312	21,819	21,823	20,779
Number of employees [non-consolidated]		2,577	2,618	2,586	2,590	2,681	2,785	2,837	2,873	2,903	2,853	2,928
Greenhouse gas emissions (10³t-CO₂e)		426	424	422	432	430	432	484	459	396	419	383
Incidence rate of injuries and illness		0.030	0.030	0.035	0.028	0.015	0.008	0.015	0.021	0.015	0.020	0.027
Accident frequency rate		0.15	0.15	0.18	0.14	0.08	0.04	0.08	0.10	0.07	0.10	0.13
Female manager ratio		—	—	1.1	1.4	1.8	2.5	2.4	3.7	4.2	5.9	6.5

Note: ROE = Profit attributable to owners of parent/Shareholders' equity (yearly average) x 100
ROA = Ordinary profit/Total assets (yearly average) x 100
Some figures have been retroactively revised due to changes in the calculation method for GHG emissions and waste amounts from FY2020 onward
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
Female manager ratio: Figures as of April 1 of the following year

