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)

FY	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Business results											
Net sales	240,385	230,716	244,117	274,349	282,329	300,920	349,636	319,504	322,647	341,438	**355,341**
Operating profit	23,370	12,385	20,221	35,237	37,176	40,766	68,218	31,980	9,079	10,459	**19,996**
Ordinary profit	22,263	11,200	20,553	34,351	35,165	41,247	72,191	34,832	13,757	10,517	**24,129**
Profit attributable to owners of parent	14,751	5,428	16,355	23,687	18,022	28,615	54,361	23,216	8,317	2,328	**14,806**
Total assets	268,380	271,149	287,170	328,861	343,122	404,642	474,522	503,462	579,686	573,188	**615,536**
Net assets	153,381	154,150	170,118	205,953	210,454	243,941	300,286	318,478	330,098	319,171	**344,412**
Cash flows from operating activities	38,278	29,692	33,944	42,967	52,434	52,882	67,315	39,460	51,104	33,941	**58,117**
Cash flows from investing activities	(35,374)	(28,806)	(26,918)	(33,581)	(40,874)	(42,218)	(50,622)	(60,438)	(82,793)	(63,527)	**(25,695)**
Free cash flow	2,904	887	7,026	9,386	11,560	10,664	16,693	(20,978)	(31,689)	(29,586)	**32,422**
Cash flows from financing activities	(2,050)	(4,342)	953	(1,603)	(4,851)	12,604	(14,711)	14,485	37,647	3,048	**(6,828)**
Cash and cash equivalents at end of period	39,944	36,094	43,837	51,654	57,285	81,785	88,609	84,124	94,940	67,543	**98,073**
R&D expenses	9,024	10,008	10,574	13,039	12,921	12,550	13,099	12,678	13,696	15,042	**14,474**
Capital investment	41,261	33,161	24,549	38,570	39,365	49,699	34,023	50,489	92,201	64,158	**40,416**
Depreciation and amortization	23,767	24,908	25,589	26,547	27,022	29,256	31,287	34,903	39,391	46,258	**49,148**

(Yen)

Per share data											
Net assets per share	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	**2,754.19**
Basic earnings per share	125.27	46.08	138.80	189.93	143.04	227.99	433.46	186.32	66.75	18.67	**118.49**
Diluted earnings per share	115.54	42.43	127.88	185.87	142.67	227.32	432.19	185.71	63.49	16.13	**107.55**
Cash dividends per share	15.00	20.00	20.00	21.00	26.00	40.00	80.00	90.00	90.00	90.00	**90.00**

(%)

Financial indicators											
Equity ratio	57.1	56.8	59.1	62.5	61.2	60.1	63.1	63.1	56.8	55.6	**56.0**
Return on equity (ROE)	9.7	3.5	10.1	12.6	8.7	12.6	20.0	7.5	2.6	0.7	**4.5**
Return on assets (ROA)	8.3	4.2	7.4	11.2	10.5	11.0	16.4	7.1	2.5	1.8	**4.1**
Return on invested capital (ROIC)	7.2	2.6	7.6	9.8	6.8	9.8	15.7	5.9	1.9	0.5	**3.0**

Non-financial indicators											
Number of employees [consolidated]	18,810	18,753	19,011	21,300	21,723	22,852	22,312	21,819	21,823	20,779	**20,604**
Number of employees [non-consolidated]	2,618	2,586	2,590	2,681	2,785	2,837	2,873	2,903	2,853	2,928	**2,803**
Greenhouse gas emissions (10^3t-CO_2e)	424	422	432	430	432	484	459	396	419	383	**350**
Incidence rate of injuries and illness	0.030	0.035	0.028	0.015	0.008	0.015	0.021	0.015	0.020	0.027	**0.020**
Accident frequency rate	0.15	0.18	0.14	0.08	0.04	0.08	0.10	0.07	0.10	0.13	**0.10**
Female manager ratio	—	1.1	1.4	1.8	2.5	2.4	3.7	4.2	5.9	6.5	**7.7**

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