

Financial
Highlights

Year ended March 31 or as of March 31

Millions of yen

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net sales	665,867	564,286	604,865	655,792	657,853	795,180	862,025	866,285	727,400	808,858	875,737
(Overseas sales)	444,588	399,508	439,381	487,169	473,828	621,522	690,673	714,172	610,944	704,874	764,807
Cost of sales	493,068	463,331	459,552	476,407	484,323	585,780	622,819	635,529	605,943	617,776	657,600
Selling, general, and administrative expenses	119,571	115,696	115,569	122,875	119,886	142,052	159,106	158,921	159,878	160,386	154,295
Transfer to the government of the substitutional portion of the Employees' Pension Fund:											
Subsidy from the government					(33,533)						
Loss on settlement					27,347						
Gain on sale of business to Imation Corp.								(15,340)			
Restructuring cost	—	25,489	5,197	—	—	6,825	510	—	15,884	4,922	—
Operating income (loss)	53,228	(40,230)	24,547	56,510	59,830	60,523	79,590	87,175	(54,305)	25,774	63,842
Income (loss) before income taxes							88,665	91,505	(81,630)	21,907	60,065
Income (loss) from continuing operations before income taxes	61,223	(40,230)	20,552	55,847	60,728	66,103					
Income taxes	18,268	(15,679)	6,193	12,133	23,284	21,057	16,985	19,948	(17,041)	9,025	15,061
Income (loss) from continuing operations	42,214	(23,619)	13,593	43,355	36,965	44,411					
Loss (income) from discontinued operations	(1,769)	2,152	1,574	1,254	3,665	310					
Net income (loss) attributable to TDK	43,983	(25,771)	12,019	42,101	33,300	44,101	70,125	71,461	(63,160)	13,520	45,264
Per common share (Yen):											
Net income (loss) attributable to TDK Basic	330.54	(193.91)	90.56	317.80	251.71	333.50	529.88	551.72	(489.71)	104.82	350.90
Net income (loss) attributable to TDK Diluted	330.54	(193.91)	90.56	317.69	251.56	333.20	529.29	551.19	(489.71)	104.74	350.57
Net cash flow	802.80	264.94	521.05	700.46	650.47	775.50	1,022.45	1,101.11	204.75	753.83	951.54
Net assets	4,794	4,395	4,176	4,352	4,832	5,311	5,759	5,557	4,297	4,215	4,142
Dividends per common share (Yen)	60.00	50.00	50.00	55.00	70.00	90.00	110.00	130.00	130.00	60.00	80.00
Payout ratio (%)	18.1	—	55.2	17.3	27.8	27.0	20.8	23.4	—	57.2	22.8
Total assets	820,177	749,910	747,337	770,319	808,001	923,503	989,304	935,533	1,101,036	1,091,458	1,060,853
Stockholders' equity	637,749	583,927	553,885	576,219	639,067	702,419	762,712	716,577	554,218	543,756	534,273
Working capital	306,771	288,865	315,948	360,555	379,746	397,131	449,830	300,859	281,536	286,370	199,186
Capital expenditures	98,659	58,347	41,026	44,471	61,005	73,911	70,440	84,312	98,425	64,370	78,638
Depreciation and amortization	62,841	60,981	57,132	50,726	52,806	58,540	65,337	71,297	89,567	83,788	77,594
Research and development	34,112	35,530	30,099	32,948	36,348	45,528	50,058	57,387	57,645	53,942	52,973
Ratio of overseas production to net sales (%)	56.5	53.3	55.8	58.6	59.0	61.7	62.2	70.1	74.0	80.6	83.6
Number of employees	37,251	32,249	31,705	36,804	37,115	53,923	51,614	60,212	66,429	80,590	87,809

Notes: TDK has adopted the Emerging Issues Task Force Issue 01-9 ("EITF01-9"), "Accounting for Consideration Given by a Vendor to a Customer (Including a Reseller of the Vendor's Products)," since the fiscal year beginning April 1, 2002. As a result, figures for the fiscal year ended March 31, 2001, and the fiscal year ended March 31, 2002, have been reclassified to conform to the fiscal year ended March 31, 2003 presentation.