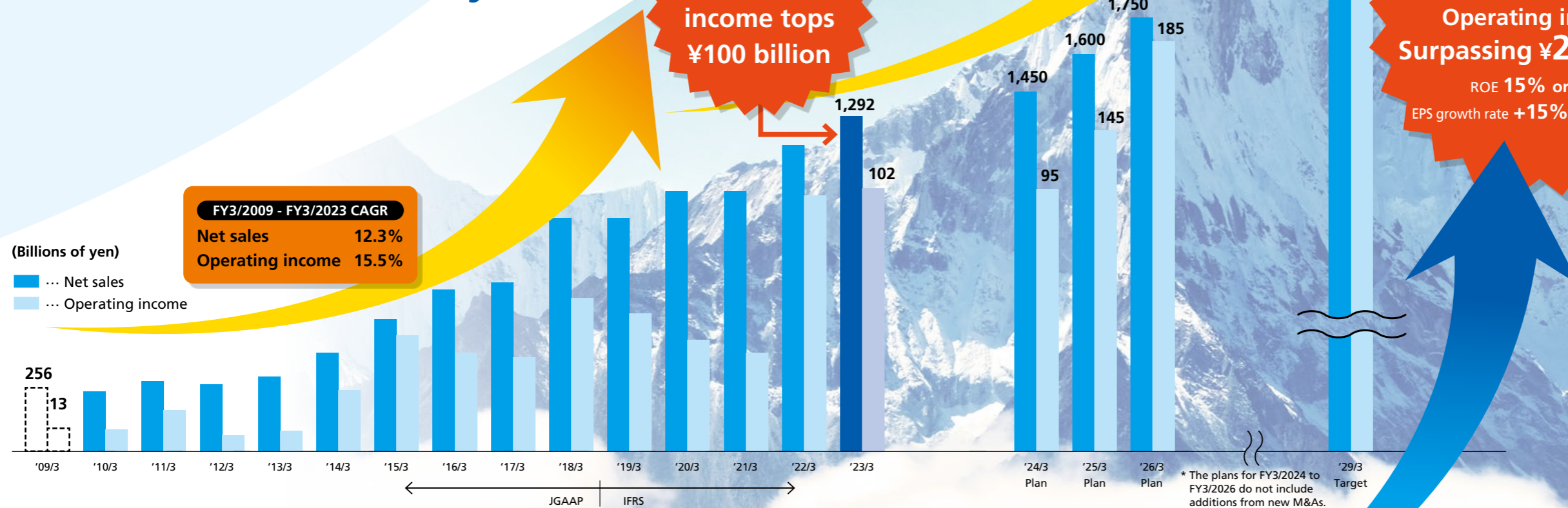


# Introduction

## Net sales of 2.5 trillion yen, operating income of 250 billion yen within range

### Achieved record-high net sales for a 10th consecutive year!

100th anniversary  
Sustainability as a company  
×  
Sustainability for the earth and society



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## Drivers of accelerated growth

Real operating margin to reach 15% level thanks to product mix improvement!



### Organic growth

FY3/2009 → FY3/2023: Approx. ¥340 billion  
FY3/2023 → FY3/2029: Approx. ¥800 billion

Securing high profitability as the global niche top in growth markets

- Bearings:** Growth in market share and demand centered around automobiles and data centers
- Motors:** Top-line growth and increased profitability powered by content growth
- Analog semiconductors:** Drive growth by power semiconductors (IGBT, SiC) and analog front-end circuits
- Access products:** Improve profitability through market recovery and the effects of integrating structural reform
- INTEGRATION products:** Active roll out of new products that dominate the market (ex. HVAC LIN)

### Growth through M&A

FY3/2009 → FY3/2023: Approx. ¥700 billion  
FY3/2023 → FY3/2029: Approx. ¥350 billion to ¥650 billion

- Accumulated PMI expertise
- Global platform
- Financial soundness further enabling speedy growth

**M&A principles**

- M&As that can strengthen the "Eight Spears" of our existing core businesses and/or provide INTEGRATION
- Only agree to an appropriate price

### Utilizing the Tokyo X Tech Garden

Securing talented human resources  
Tempering the "Eight Spears" of our core businesses  
Thoroughly pursuing technological synergies

Further strengthening non-financial capital underpinning business growth while prompting INTEGRATION of people and knowledge

- Human capital
- Manufactured capital
- Intellectual capital

### Reinforcing management structure

Attaining sustainable growth and increasing operational speed

Gradually implementing division of roles for strategy and execution toward the next generation

### Succession

Developing management professionals who will take charge in the next generation