

Track record of 15 years

		FY3/2010	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017 ^{*1}	FY3/2018	FY3/2018	FY3/2019 ^{**}	FY3/2020 ^{**}	FY3/2021 ^{**}	FY3/2022	FY3/2023 ^{**}	FY3/2024 ^{**}
Profit and Loss																	
JGAAP																	
Net sales	Millions of yen	228,446	269,139	251,358	282,409	371,543	500,676	609,814	638,926	879,139	881,413	884,723	978,445	988,424	1,124,140	1,292,203	1,402,127
Operating income	Millions of yen	12,059	22,163	8,599	10,169	32,199	60,101	51,438	49,015	79,162	68,902	72,033	58,647	51,166	92,136	97,530	73,536
Operating margin	%	5.3	8.2	3.4	3.6	8.7	12.0	8.4	7.7	9.0	7.8	8.1	6.0	5.2	8.2	7.5	5.2
Profit before income taxes	Millions of yen	9,261	18,656	5,551	4,882	26,811	51,773	46,963	48,473	71,230	66,855	71,321	58,089	49,527	90,788	92,128	75,545
Profit before income taxes ratio	%	4.1	6.9	2.2	1.7	7.2	10.3	7.7	7.6	8.1	7.6	8.1	5.9	5.0	8.1	7.1	5.4
Profit for the year attributable to owners of the parent	Millions of yen	6,662	12,465	5,922	1,804	20,878	39,887	36,386	41,146	59,382	50,326	60,142	45,975	38,759	68,935	73,152	54,035
Profit for the year attributable to owners of the parent ratio	%	2.9	4.6	2.4	0.6	5.6	8.0	6.0	6.4	6.8	5.7	6.8	4.7	3.9	6.1	5.7	3.9
Per Share																	
Earnings per share, basic	Yen	17.20	32.61	15.63	4.83	55.94	106.73	97.26	107.33	141.14	119.61	143.90	111.11	94.95	170.08	178.23	133.05
Earnings per share, diluted	Yen	-	-	15.54	4.65	53.14	101.32	92.35	105.64	137.80	117.02	140.75	108.68	92.87	166.61	177.38	133.04
Dividend per share	Yen	7.00	7.00	7.00	7.00	8.00	12.00	20.00	14.00	26.00	26.00	28.00	28.00	36.00	36.00	40.00	40.00
Equity attributable to owners of the parent per share (BPS)	Yen	279.87	282.03	288.74	351.65	422.62	604.83	616.43	759.15	872.66	849.15	962.83	965.64	1,109.38	1,326.15	1,540.53	1,741.25
Performance Indicators																	
ROE (Profit to equity attributable to owners of the parent ratio)	%	6.3	11.6	5.5	1.5	14.4	20.8	15.9	14.9	17.3	14.8	15.9	11.6	9.2	13.9	12.5	8.1
ROA (Profit before income taxes to total assets ratio)	%	2.4	4.4	2.0	0.5	5.6	9.2	7.7	7.5	8.8	9.9	9.9	7.2	5.4	8.7	7.7	5.6
ROIC	%	3.7	6.4	2.6	2.1	7.9	11.8	10.9	10.4	13.1	10.7	12.4	8.8	6.6	10.0	9.0	5.3
Interest-bearing debt	Millions of yen	123,399	133,212	142,543	170,411	148,498	138,461	137,109	164,010	157,414	156,471	162,042	221,712	268,621	270,711	354,331	362,383
Net interest-bearing debt	Millions of yen	96,892	103,622	114,213	136,229	109,883	93,134	97,515	70,885	52,520	51,505	21,673	75,175	84,368	86,931	201,671	208,564
Net debt-to-equity (D/E) ratio	Times	0.9	0.9	1.0	1.0	0.7	0.4	0.4	0.2	0.1	0.1	0.1	0.2	0.2	0.2	0.3	0.3
Equity ratio attributable to owners of the parent	%	38.5	37.1	35.7	36.2	41.4	46.1	50.2	50.0	51.7	50.6	53.9	45.6	46.2	48.8	48.4	49.7
Cash flows from operating activities	Millions of yen	30,408	24,439	20,233	22,990	49,173	59,864	43,582	83,125	96,606	92,201	100,722	86,486	93,763	78,417	44,093	101,759
Cash flows from investing activities	Millions of yen	(12,733)	(28,631)	(29,018)	(37,813)	(24,957)	(35,326)	(44,642)	(46,800)	(59,453)	(54,853)	(54,190)	(43,540)	(70,581)	(63,605)	(106,275)	(76,299)
Cash flows from financing activities	Millions of yen	(20,118)	7,984	4,761	17,409	(25,233)	(19,627)	(4,200)	(17,339)	(27,026)	(27,026)	(13,334)	(28,758)	9,257	(25,547)	37,875	(30,208)
Free cash flows	Millions of yen	17,675	(4,192)	(8,785)	(14,823)	24,216	24,538	(1,060)	36,325	37,153	37,348	46,532	42,946	23,182	14,812	(62,182)	25,461
Investments, etc.																	
Depreciation and amortization	Millions of yen	21,140	20,805	19,588	20,800	23,740	28,775	34,787	28,164	31,596	30,491	36,398	46,245	48,628	45,231	53,022	58,359
CAPEX	Millions of yen	11,081	27,335	27,306	43,687	20,679	37,557	43,878	31,847	54,171	50,789	54,199	50,144	45,522	73,504	147,040	83,570
R&D expenses	Millions of yen	8,410	7,895	7,490	7,743	8,561	8,972	9,680	12,347	24,381	24,381	25,453	28,886	32,154	37,065	38,754	42,662
Ratio of R&D expenses to net sales	%	3.7	2.9	3.0	2.7	2.3	1.8	1.6	1.9	2.8	2.8	2.9	3.0	3.3	3.3	3.0	3.0
Non-financial Data																	
Greenhouse gas emissions ^{*8}	Tons	423,099	508,081	505,012	484,288	510,766	543,254	518,013	522,812	756,589	756,589	744,731	817,182	855,302	923,775	861,586	868,140
Environmental accounting	Billions of yen	3.0	4.0	3.9	4.1	4.9	5.2	6.2	5.7	5.7	5.7	4.8	5.8	5.5	7.4	7.4	9.5
Investment	Billions of yen	0.1	0.6	0.5	0.7	0.8	0.8	1.4	0.9	1.3	1.3	1.1	1.3	1.4	2.7	2.5	3.6
Expense	Billions of yen	2.9	3.4	3.4	3.4	4.1	4.4	4.8	4.8	4.4	4.4	3.7	4.5	4.1	4.7	4.9	5.9
Use of water	Thousand m ³	2,301	4,032	3,992	3,986	4,089	4,630	4,525	4,883	7,694	7,694	7,542	8,141	8,744	9,684	8,616	8,955
Number of employees ^{*9}	Persons	49,091	53,827	51,406	53,327	54,768	63,967	62,480	78,957	78,351	78,351	77,957	82,617	83,011	81,659	87,752	83,893
Proportion of overseas employees ^{*9}	%	-	-	-	93.6	93.8	94.5	94.2	92.3	92.1	92.1	91.9	91.1	89.9	89.4	88.0	87.4
Global proportion of female managers ^{*10 *11}	%	-	-	-	-	-	-	-	-	-	-	-	-	17.4	16.4	18.8	18.7
Ratio of persons other than Japanese nationals in head office management ^{*11 *12}	%	-	-	-	-	-	-	-	-	-	-	-	-	5.7	7.2	10.1	7.4

*1 MITSUBISHI ELECTRIC was included in the scope of consolidation on January 27, 2017.
*2 From the fiscal year ended March 2019, we have adopted IFRS, and account titles are shown in accordance with IFRS.
*3 U-Shin was included in the scope of consolidation on April 10, 2019.
*4 ABLIC was included in the scope of consolidation on April 30, 2020.

*5 HONDA TSUSHIN KOGYO, Minebea Connect (former SUMIKO TEC), and Minebea AccessSolutions (former Honda Lock) were included in the scope of consolidation on September 16, 2022, November 1, 2022, and January 27, 2023, respectively.
*6 The provisional accounting treatment for the business combination has been finalized for the fiscal year ended March 2024, and reflected the content of provisional accounting treatment finalization for the consolidated financial statements for the fiscal year ended March 2023.

*7 Minebea Power Semiconductor Device (former Hitach Power Semiconductor Device) was included in the scope of consolidation on May 2, 2024.
*8 The calculation method for Scope 2 has been changed from a location-based to a market-based approach, retroactively to the fiscal year ended March 2020.
*9 The data shown on page 27 are the data as of the end of June in order to disclose the latest figures.

*10 Data as of the end of May of each year are shown.
*11 Data has been compiled since the fiscal year ending March 2021.
*12 Data as of the end of June of each year are shown.