



## Aiming for V-shaped Business Performance Recovery

In FY2023, net sales increased 5.3% year on year to 23,472 million yen, and operating profit soared 81.0% year on year to 1,626 million yen. Net sales hit a record high, and despite the recording of restructuring expenses under operating profit, I believe it will lead to financial soundness and stronger profitability in the future. In FY2024, we will shift our focus to profitability and aim for a V-shaped business performance recovery.

Since the company's establishment, I have funneled my efforts into the growth of the NIDEC Group primarily

from a sales standpoint. I will continue to support the new management structure by keeping in touch with our more than 100,000 employees worldwide and many other stakeholders and by striving to train younger employees. Mr. Nagamori, Founder and Chairman of the Board, will continue to lead our M&A activities, which are indispensable to the Company's growth. In this area as well, I would like to contribute to building bridges between new companies joining the NIDEC Group and our management team, as well as to spreading our corporate culture.

*Hiroshi Kobe*

Hiroshi Kobe  
Member of the Board of Directors and Chairman