



(Reference Translation)

# Financial Results Briefing



for the Fiscal Year ended March 31, 2022



May 20, 2022

Securities identification code: 7247

**MIKUNI CORPORATION**

# Financial Results Briefing

**May 20, 2022 Friday 14:00-15:00  
at Mikuni Building**

## Agenda

1. Consolidated Financial Results for the Fiscal Year ended March 31, 2022 and Forecast for the Fiscal Year ending March 31, 2023
2. Initiatives as a Prime Market Listed Company
3. Q&A Session

## Speakers

**Hisataka IKUTA**

**Satoshi FUJIMORI**

**Hiroshi Ikegami**

President, CEO & COO

Director, Senior Executive Officer, CFO

Executive Officer,

General Manager, Corporate Planning

# Consolidated Financial Results for the Fiscal Year ended March 31, 2022

## Note

Our fiscal year begins on April 1 of each year and ends on March 31 of the following year.

## Net Sales and Composition Ratio by Business Segment

**Other Business**



3%

**Turf-Care Equipment**



5%

Sales of Turf-care equipment etc.

**Aircraft Parts Import and Sales**



2%

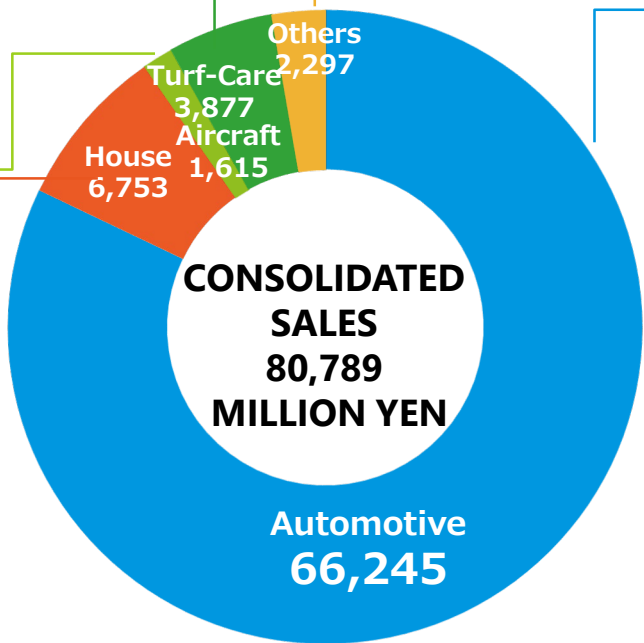
Precision forged products, etc.

**Household Appliances Device Products**



8%

Safety shut-off devices for gas appliances, gas control devices and other various flow control devices



### Automotive-related Products

82%

» for Four-wheelers  
AUTOMOBILE



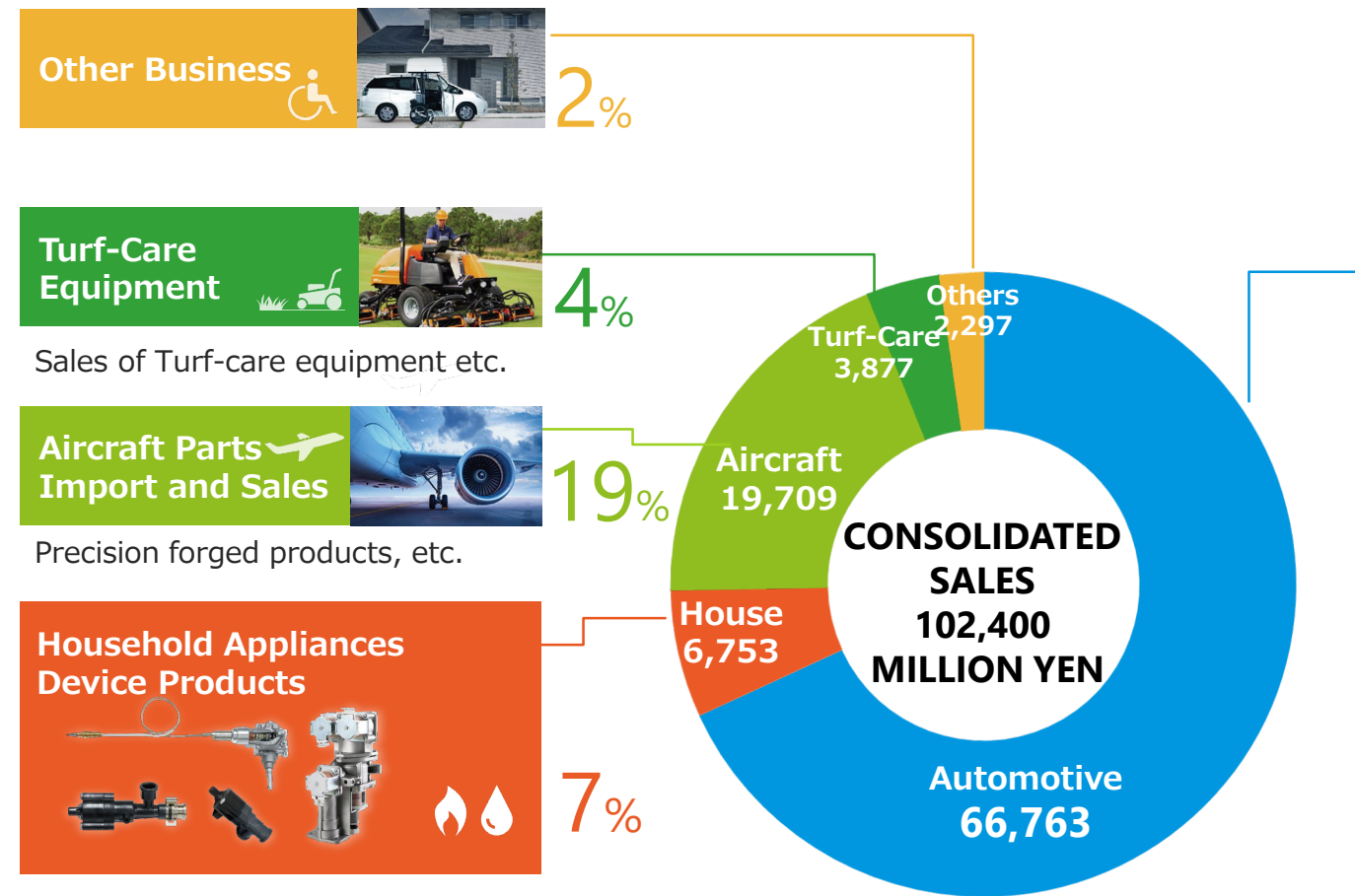
» for Two-wheelers  
MOTORCYCLE



Electronic Fuel Injection Systems  
Carburetors, Pumps

(Previous Accounting Standards)

## Net Sales and Composition Ratio by Business Segment



**Other Business**

**Turf-Care Equipment**

Sales of Turf-care equipment etc.

**Aircraft Parts Import and Sales**

Precision forged products, etc.

**Household Appliances Device Products**

Safety shut-off devices for gas appliances, gas control devices and other various flow control devices

**Automotive-related Products**

**68%**

» for Four-wheelers  
AUTOMOBILE

» for Two-wheelers  
MOTORCYCLE

Electronic Fuel Injection Systems  
Carburetors, Pumps

(Note)  
The above values are only for reference based on the previous accounting standards.

**Fiscal Year ended March 31, 2022 (from April 1, 2021 to March 31, 2022)**

**Sales increased and operating income significantly increased, despite the decrease in subject items accounted for as sales due to the application of the "Accounting Standard for Revenue Recognition" and other standards.**

- Sales increased in our mainstay automotive products business. Continue to focus on realizing the growth scenario of the revised mid-term vision.
- Forecasting increased sales and operating income for the fiscal year ending March 31, 2023
- (Reference) According to the previous accounting standard, sales for the fiscal year ending March 31, 2022 increased 17.8% y-o-y.

**OPERATING RESULTS BY SEGMENT****Automotive Products Business**

- Sales recovered to the level before the COVID-19 pandemic (FY2019). Operating margin improved due to sales expansion and profit improvement activities.
- Business in India grew as planned, contributing to increased sales and operating income.
- In North America and Europe, under the COVID-19 situation, outdoor leisure activities became increasingly popular and sales of related products grew.

**Household Appliances Device Products Business**

- Sales increased due to a review of product strategy.
- Operating loss was recorded due to difficulty in procuring parts and materials, as well as higher raw material and logistics costs.

**Aircraft Component Import and Sales Business**

- The application of the "Accounting Standard for Revenue Recognition" and other standards resulted in a large decrease in items subject to sales.
- Start-up of new business contributed in increase of operating income.

\*continued from the previous page

## **OPERATING RESULTS BY SEGMENT**

### **Turf-care Equipment, etc. Sales Business**

- Sales increased due to a recovery in capital investment by customers such as golf courses and a focus on the after-sales service business.
- Significant decrease in operating loss due to the effect of business transferred to a subsidiary in the previous fiscal year, as well as the effect of a change in the period reflected in the consolidated financial statements.

### **Other Businesses**

- Although sales increased due to strong sales of nursing care equipment, operating loss was recorded due to delays in receiving vehicles to be fitted with welfare vehicles.

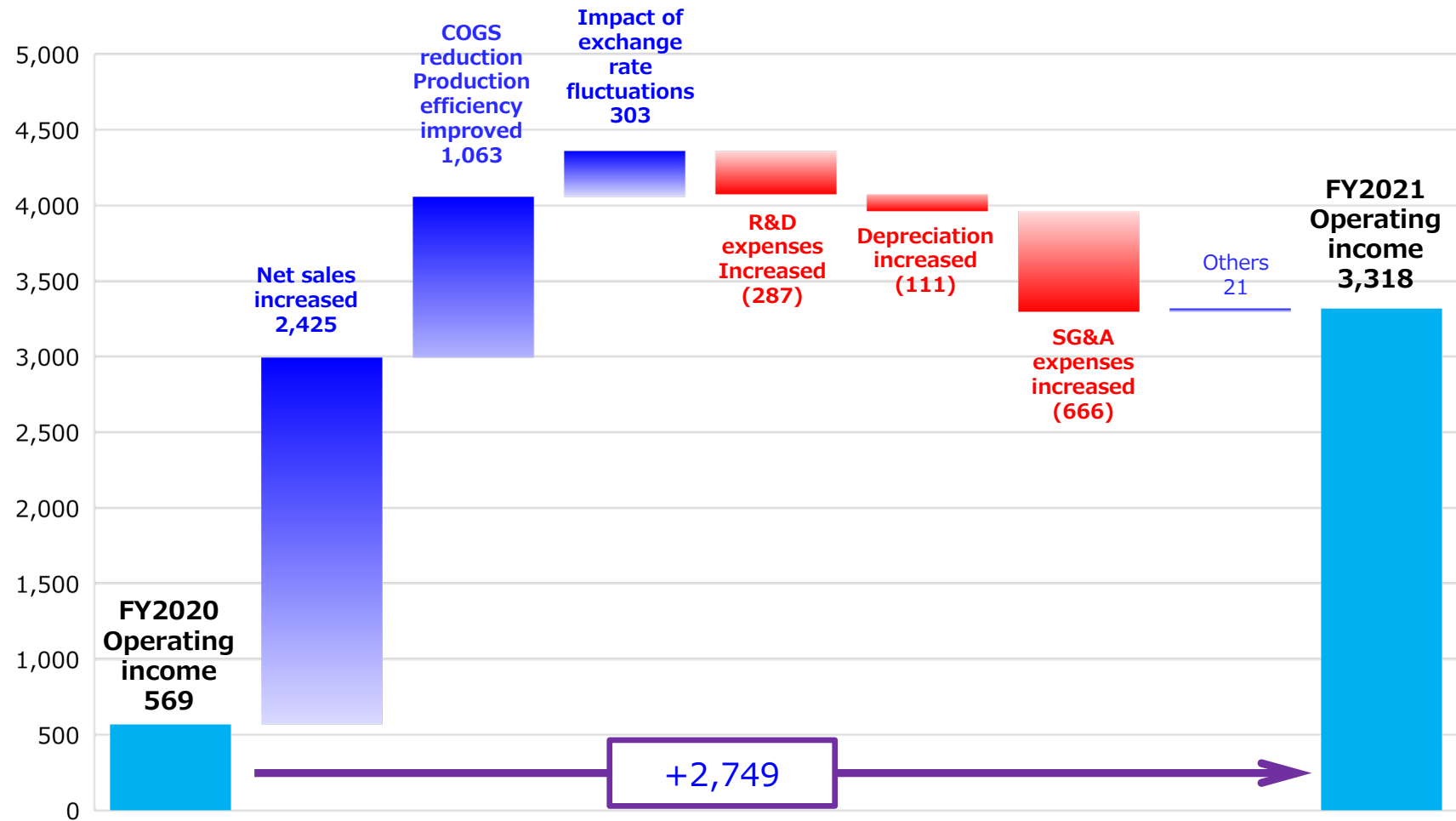
	FY2020 ended March, 2021	FY2021 ended March, 2022	(Reference) Previous Accounting Standards FY2021 ended March, 2022	Forecast for FY2022 ended March, 2023
(Millions of yen)				
Net sales	86,962	80,789	102,400	95,000
Operating income	569	3,318	3,444	3,500
Ordinary income	597	3,137	3,246	3,100
Net income attributable to owners of the parent	(125)	1,318	1,427	1,400
Net income per share (yen)	(3.73)	39.31	42.54	41.71
Dividend per share (yen)	5.00	10.00	—	10.00
Exchange rate against the U.S. dollar (yen)				
Average rate for the period	106.76	109.90		(Assumed rate for the full year: US\$ = 125 yen)
Year-end	103.50	115.02		

(Note) 1. Amounts less than one million yen are discarded.

2. Since "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and others have been applied from the beginning of fiscal year ended March 31, 2022, the above results for the same period are after the application of the said accounting standard and others. The figures for "Reference" are the figures based on the previous accounting standard.



(Millions of yen)



(Note) Figures in parentheses are negative values.

# Net Sales and Operating Income by Business Segment



FY ended March 31, 2022

## Net Sales and Operating Income by Business Segment (FY2020 and FY2021)

(Millions of Yen)	FY2020 ending March, 2021		FY2021 ended March, 2022		Change in Net Sales		Change in Operating Income	
	Net Sales	Operating Income	Net Sales	Operating income	Amount	Ratio	Amount	Ratio
	Sales ratio	Operating income ratio	Sales ratio	Operating income ratio				
Automotive Products	60,345 69.4%	772 1.3%	66,245 82.0%	3,567 5.4%	—	—	—	—
Household Appliances	5,818 6.7%	(221) —	6,753 8.4%	(491) —	—	—	—	—
Aircraft Component	16,441 18.9%	190 1.2%	1,615 2.0%	286 17.7%	—	—	—	—
Turf-Care Equipment	2,568 3.0%	(169) —	3,877 4.8%	(33) —	—	—	—	—
Other Business	1,788 2.1%	(2) —	2,297 2.8%	(10) —	—	—	—	—
Total	86,962	569 0.7%	80,789	3,318 4.1%	—	—	—	—

- (Note) 1. Amounts less than one million yen are discarded.  
2. Due to the application of the "Accounting Standard for Revenue Recognition" and other standards, changes from the previous period are shown as "-".  
3. Figures in parentheses are negative values.

**Net Sales and Operating Income by Business Segment (FY2020 and FY2021)**

			Previous Accounting Standards (Reference purpose only)					
(Millions of Yen)	FY2020 ending March, 2021		FY2021 ended March, 2022		Change in Net Sales		Change in Operating Income	
	Net Sales	Operating Income	Net Sales	Operating income	Amount	Ratio	Amount	Ratio
	Sales ratio	Operating income ratio	Sales ratio	Operating income ratio				
Automotive Products	60,345 69.4%	772 1.3%	69,763 68.1%	3,688 5.3%	9,418	15.6%	2,915	377.3%
Household Appliances	5,818 6.7%	(221) —	6,753 6.6%	(486) —	935	16.1%	(265)	—
Aircraft Component	16,441 18.9%	190 1.2%	19,709 19.2%	286 1.5%	3,268	19.9%	96	50.6%
Turf-Care Equipment	2,568 3.0%	(169) —	3,877 3.8%	(33) —	1,308	50.9%	136	—
Other Business	1,788 2.1%	(2) —	2,297 2.2%	(10) —	508	28.4%	(7)	—
Total	86,962	569 0.7%	102,400	3,444 3.4%	15,438	17.8%	2,875	505.0%

(Note) 1. Amounts less than one million yen are discarded.  
2. Figures in parentheses are negative values.

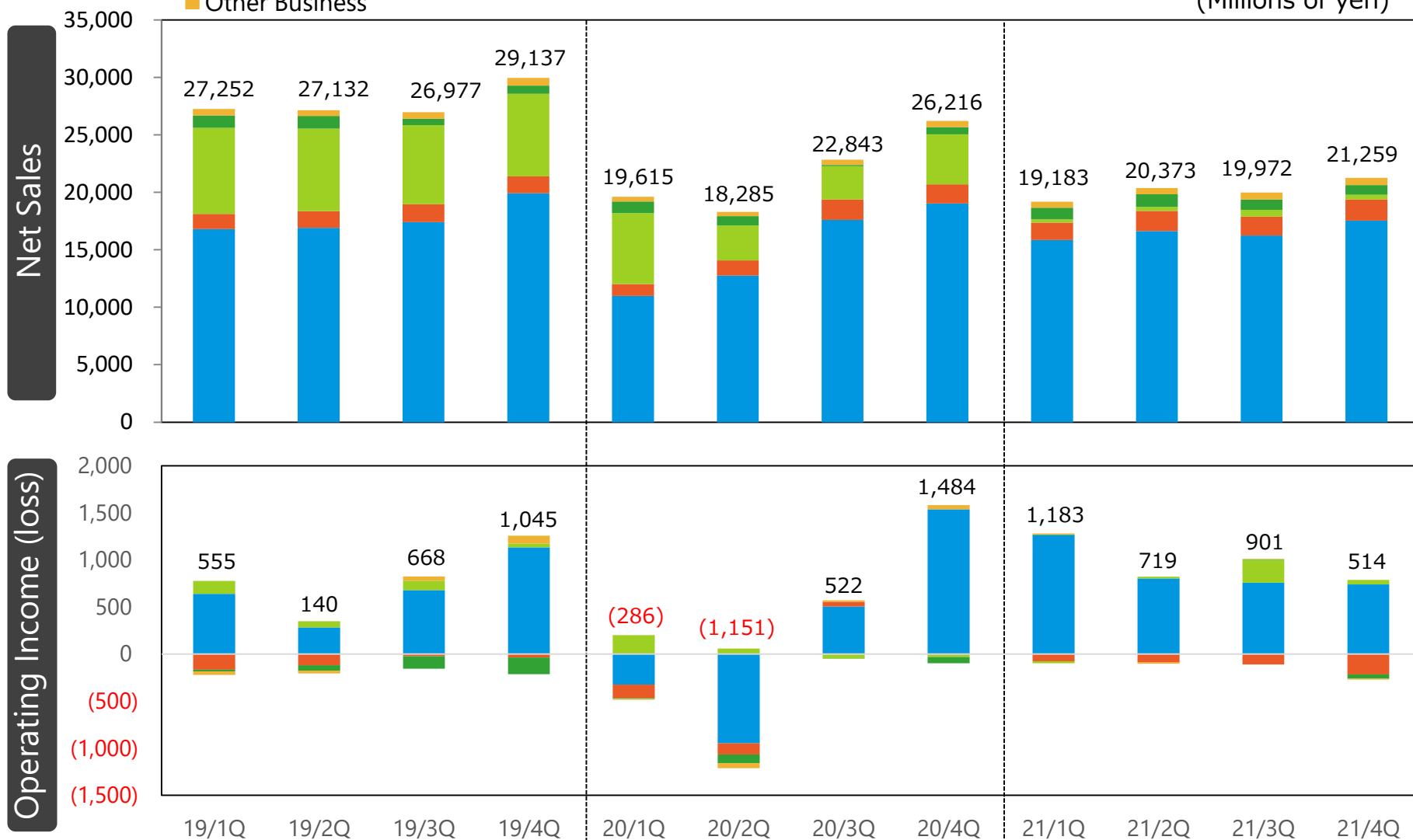
# Transition of Quarterly Net Sales and Operating Income



FY ended March 31, 2022

■ Automotive Products Business 
 ■ Household Appliances Device Products Business 
 ■ Aircraft Parts Import and Sales Business 
 ■ Turf-Care Equipment Sales Business 
 ■ Other Business

(Millions of yen)



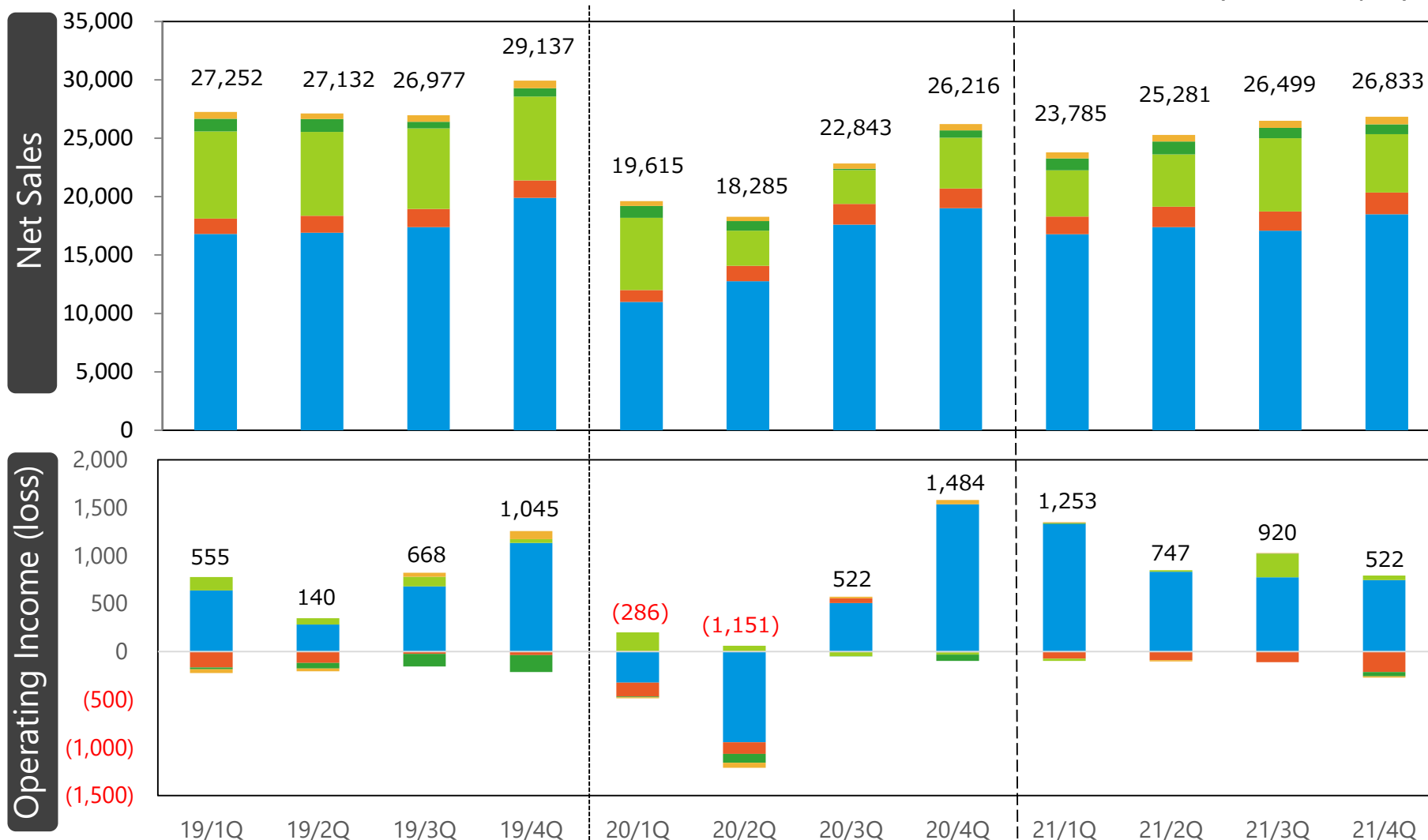
(Note) 1. Amounts less than one million yen are discarded.  
 2. Figures in parentheses are negative values.

# Transition of Quarterly Net Sales and Operating Income



■ Automotive Products Business    ■ Household Appliances Device Products Business  
■ Aircraft Parts Import and Sales Business    ■ Turf-Care Equipment Sales Business  
■ Other Business

(Millions of yen)



(Reference)

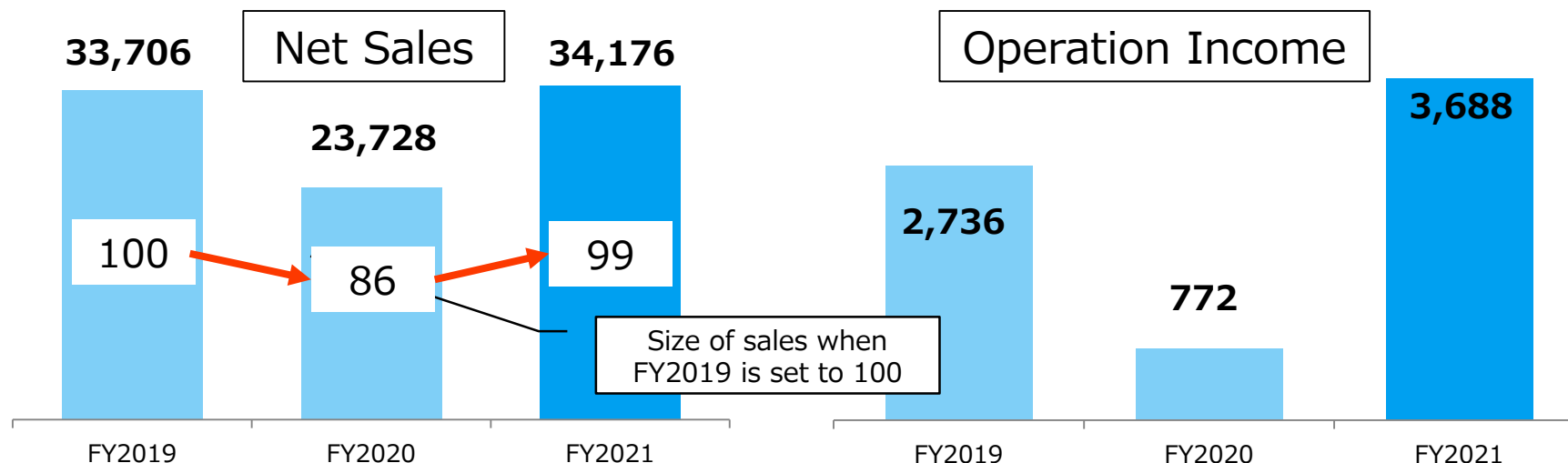
(Note) 1. Amounts less than one million yen are discarded.

2. Figures in parentheses are negative values.

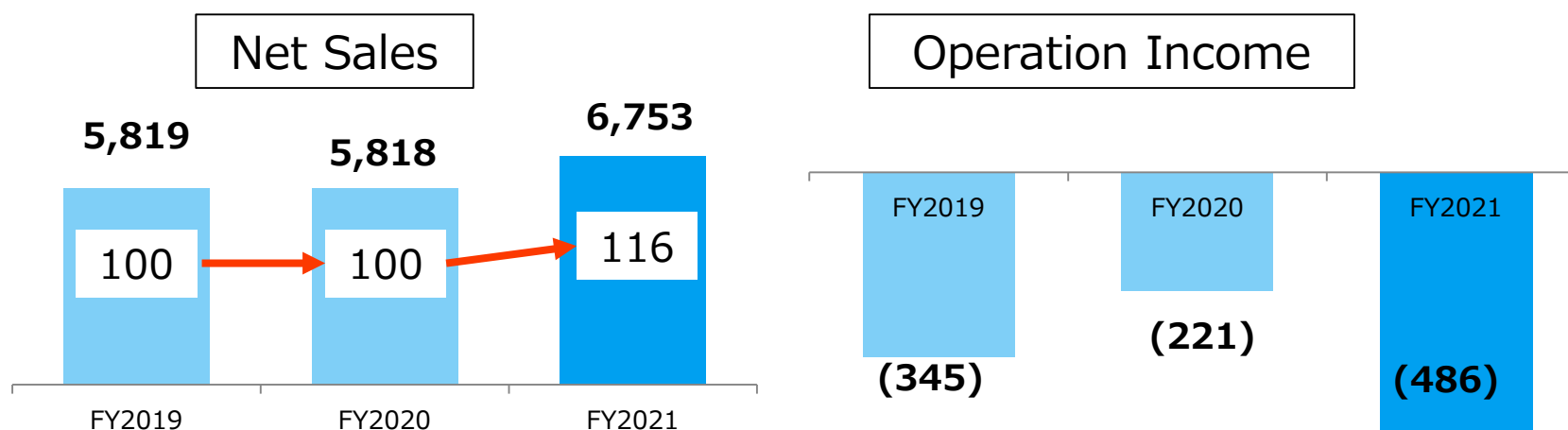
3. (Reference) is the value based on the previous accounting standard.

## Automotive Products

(Millions of yen)



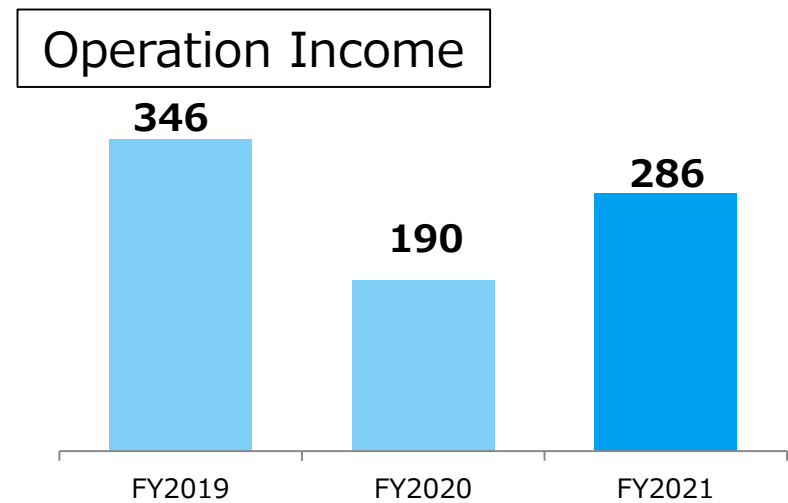
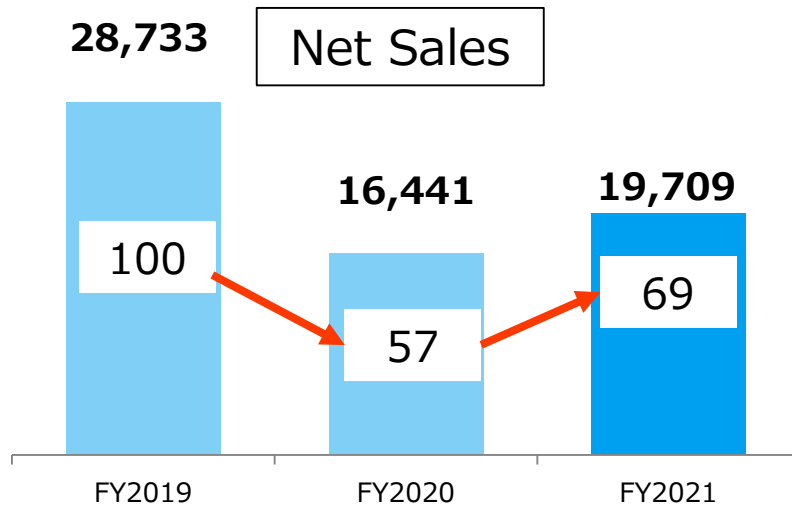
## Household Appliances Device Products



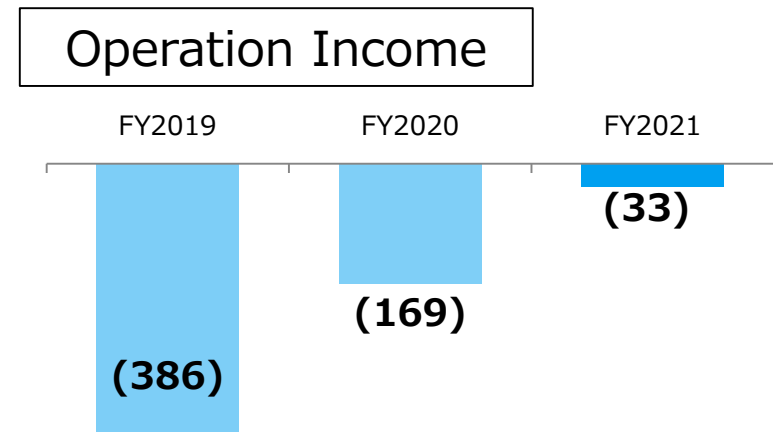
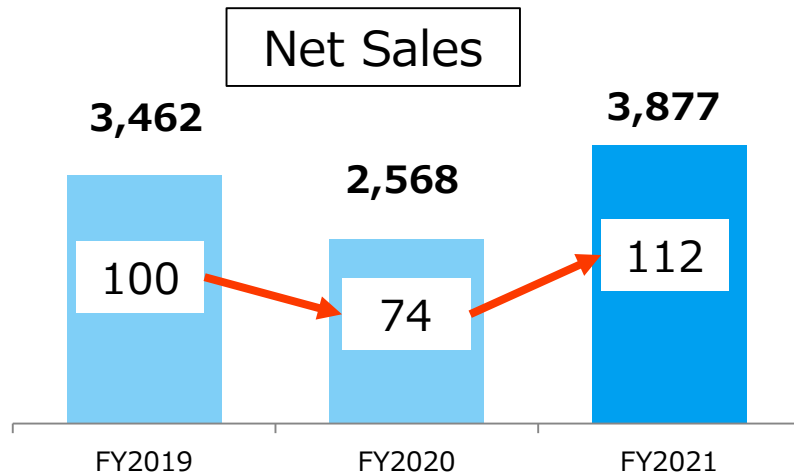
(Note) 1. Amounts less than one million yen are discarded. 2. Figures in parentheses are negative values.

## Aircraft Parts Import and Sales

(Millions of yen)



## Turf-care Equipment



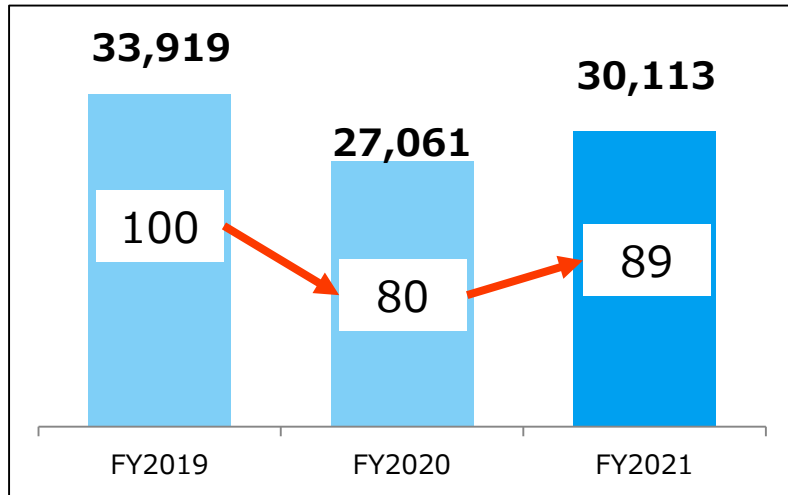
(Note) 1. Amounts less than one million yen are discarded. 2. Figures in parentheses are negative values.

(Reference) Comparison of Net Sales and Operating Income in Automotive Product Segment with the Last Two Fiscal Years (Previous Accounting Standard)

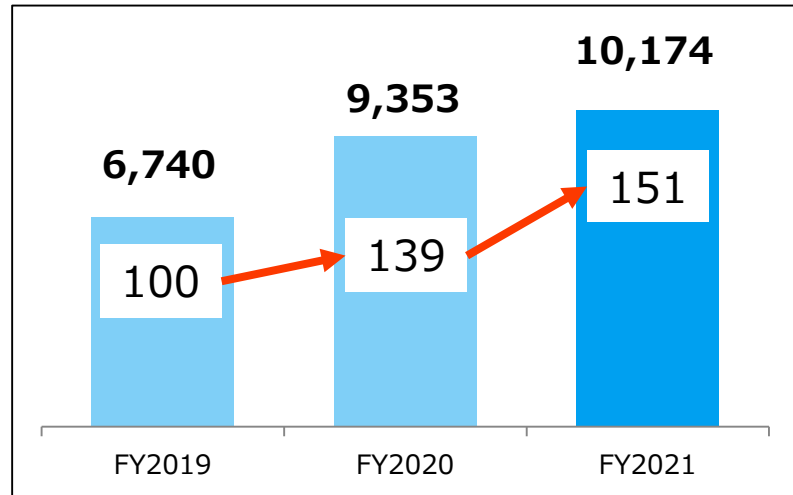


(Millions of yen)

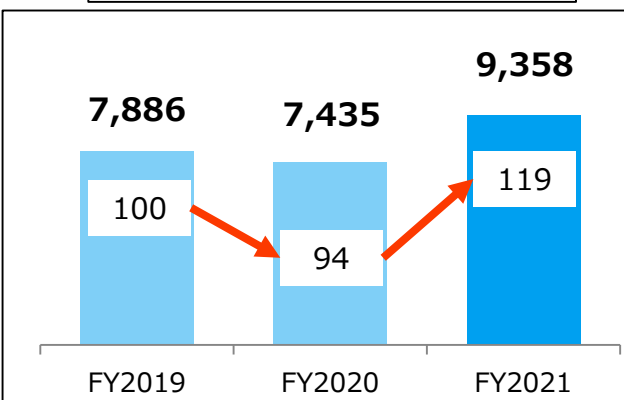
Japan



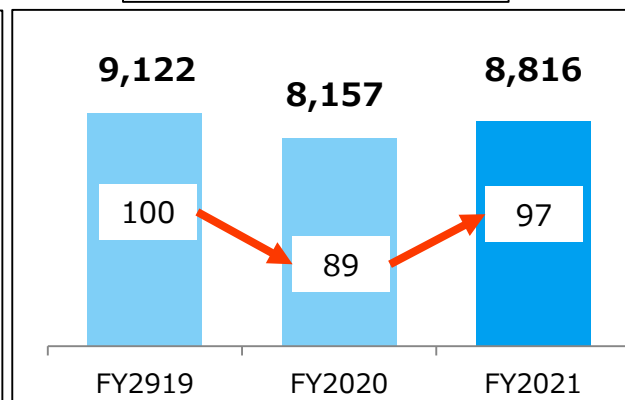
India



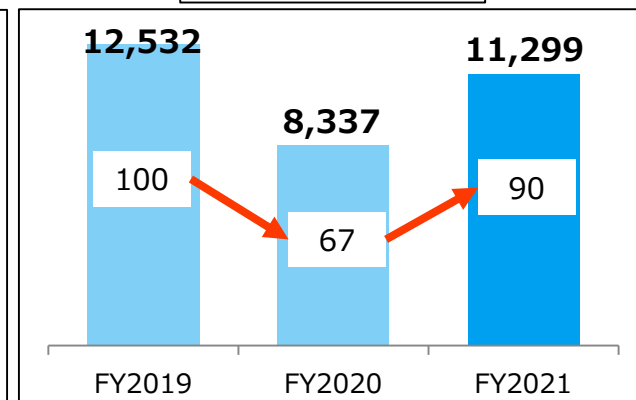
Europe & Americas



Greater China



ASEAN



(Note) Amounts less than one million yen are discarded.



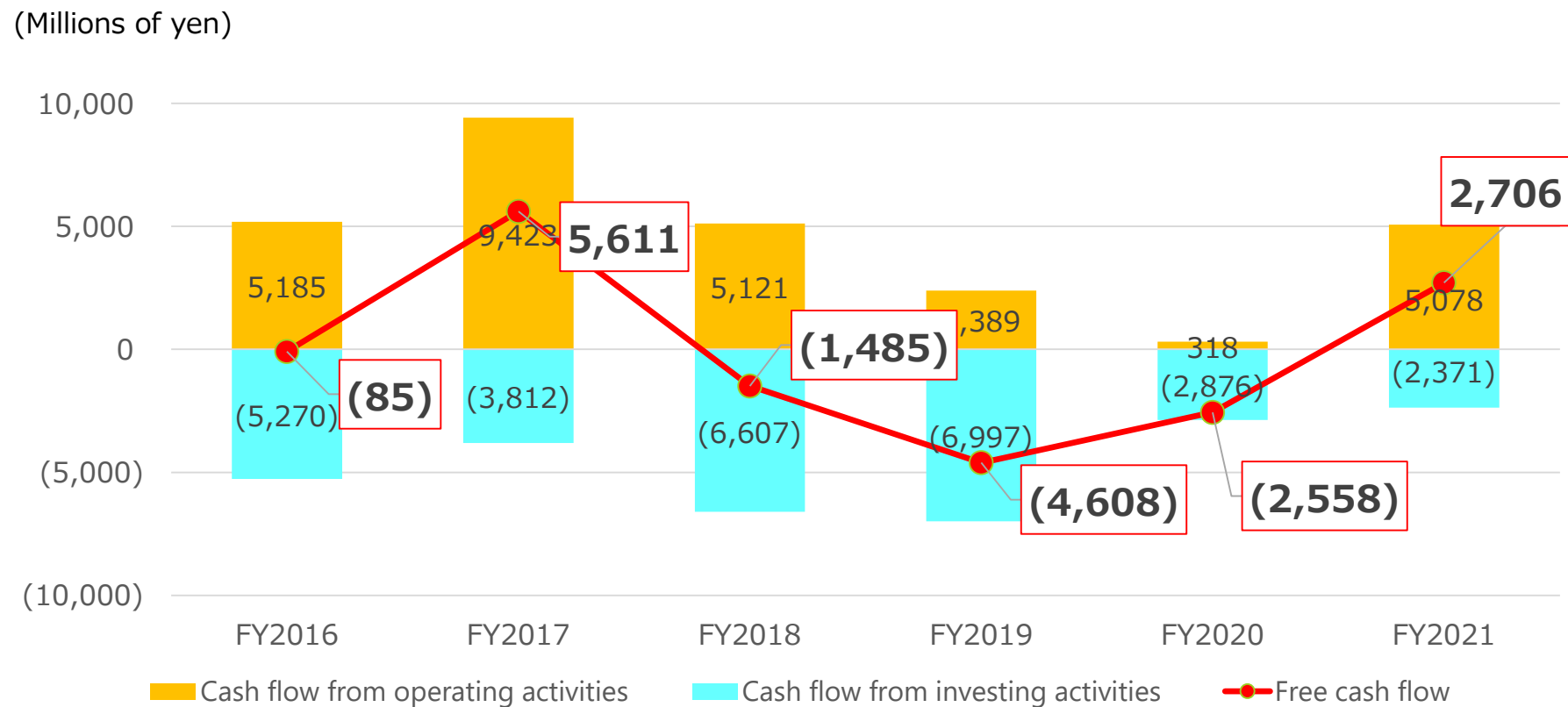
## Summary of Balance Sheet



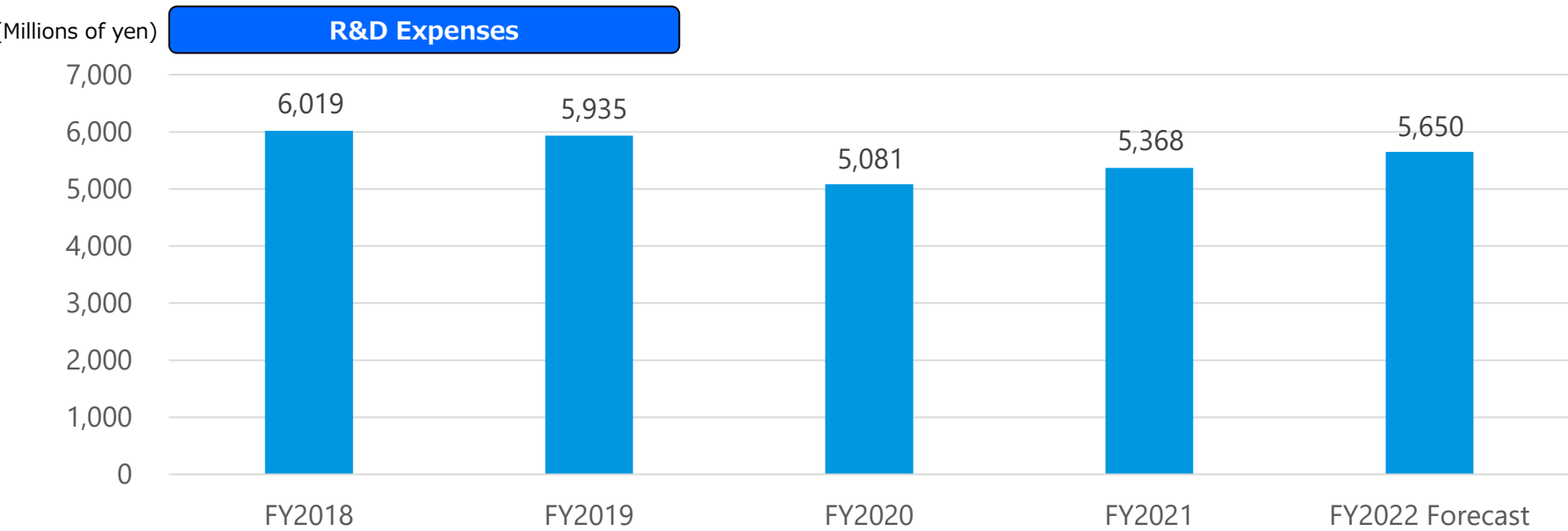
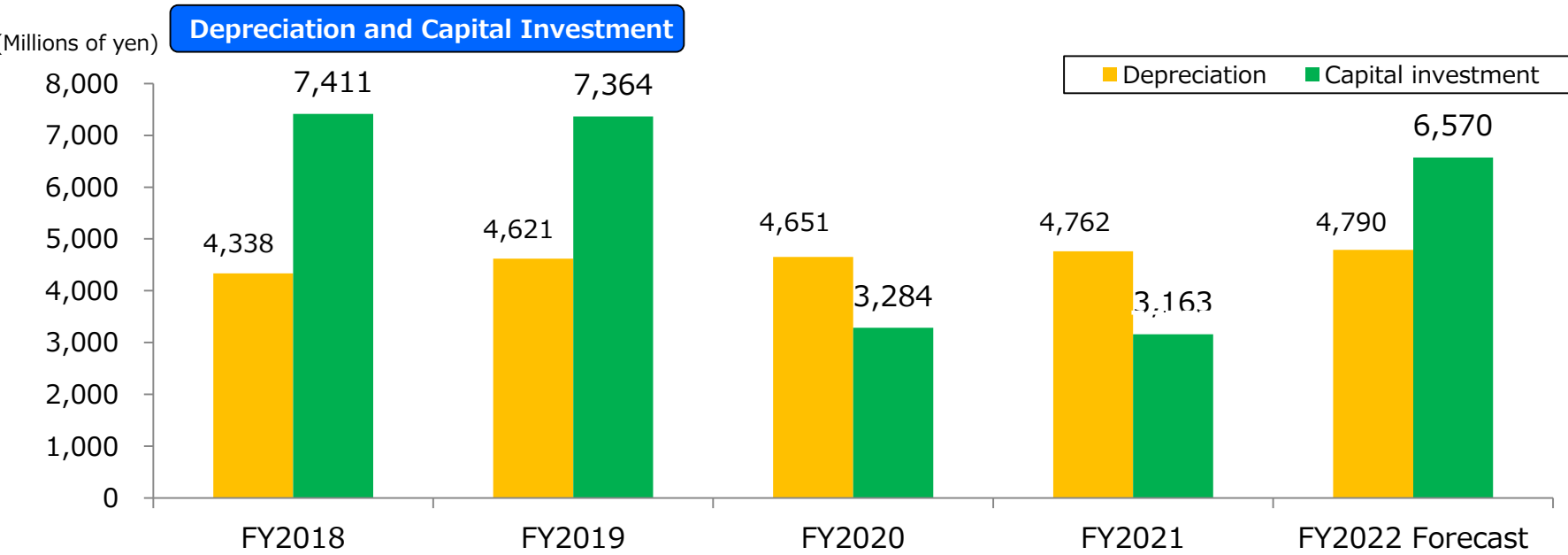
(Millions of yen)	End of March 2021	End of March 2022	Change in amount
Current assets	46,474	51,010	4,536
Fixed assets	47,417	45,906	(1,510)
Total assets	93,891	96,917	3,025
Current liabilities	31,218	33,553	2,335
Fixed liabilities	34,276	31,444	(2,832)
Net assets	28,396	31,918	3,522
Total liabilities and net assets	93,891	96,917	3,025
Shareholders' equity ratio	29.4%	32.1%	—
Net assets per share	822.12Yen	925.67Yen	—

(Note) 1. Amounts less than one million yen are discarded.  
 2. Figures in parentheses are negative values.

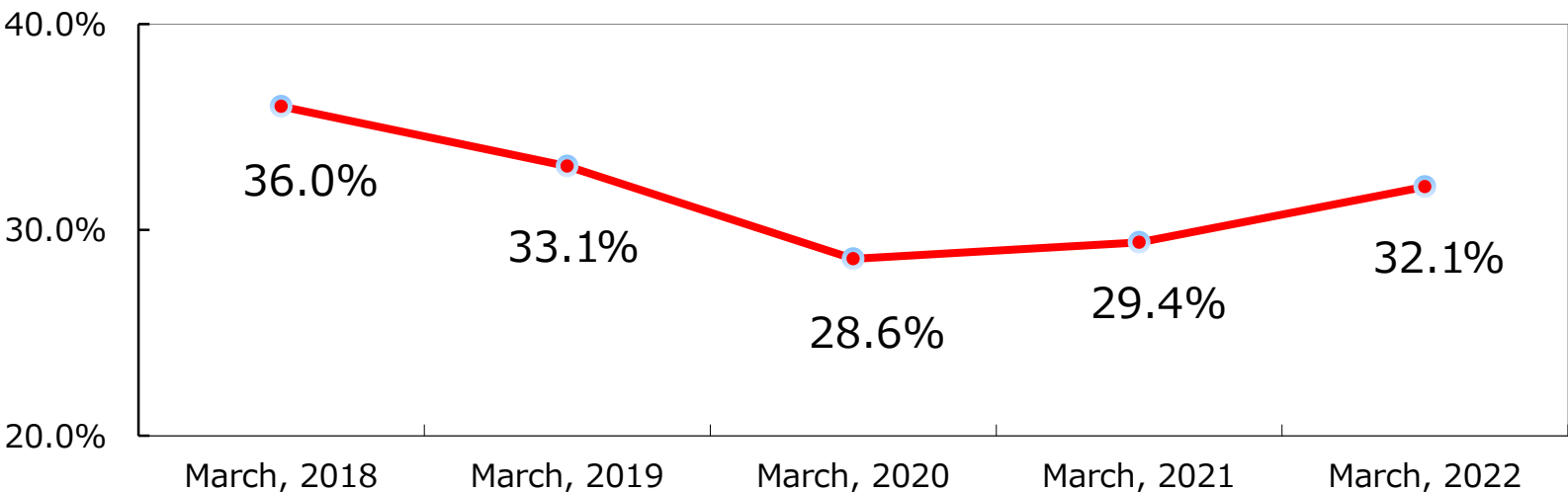
Cash flow from operating activities was an inflow of 5,078 million yen, and cash flow from investing activities was an outflow of 2,371 million yen, which was lower than the last fiscal year. Free cash flow was positive 2,706 million yen.



(Note) 1. Amounts less than one million yen are discarded.  
2. Figures in parentheses are negative values.

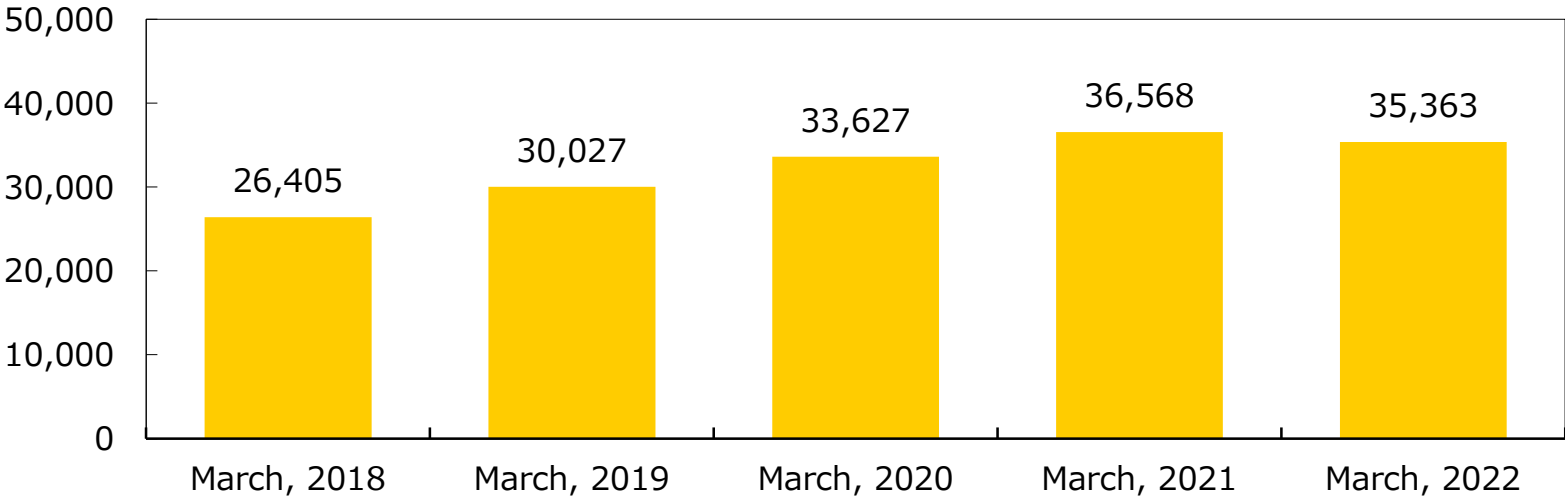


Transition of Capital Ratio



Transition of Interest-Bearing Debt

(Millions of yen)



(Note) Amounts less than one million yen are discarded.

# Forecast for the Fiscal Year Ending March 31, 2023

# Summary of Income Statement



	FY2020 ended March, 2021	FY2021 ended March, 2022	(Reference) Previous Accounting Standards FY2021 ended March, 2022	Forecast for FY2022 ended March, 2023
(Millions of yen)				
Net sales	86,962	80,789	102,400	95,000
Operating income	569	3,318	3,444	3,500
Ordinary income	597	3,137	3,246	3,100
Net income attributable to owners of the parent	(125)	1,318	1,427	1,400
Net income per share (yen)	(3.73)	39.31	42.54	41.71
Dividend per share (yen)	5.00	10.00	—	10.00
Exchange rate against the U.S. dollar (yen)				
Average rate for the period	106.76	109.90		(Assumed rate for the full year: US\$ = 125 yen)
Year-end	103.50	115.02		

(Note) 1. Amounts less than one million yen are discarded.

2. Since "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and others have been applied from the beginning of fiscal year ended March 31, 2022, the above results for the same period are after the application of the said accounting standard and others. The figures for "Reference" are the figures based on the previous accounting standard.

(Millions of yen)	<u>Result</u> April - September 2021 ( Total )	<u>Result</u> October 2021 - March 2022 (Total)	<u>Forecast</u> April - September 2022 (Total)	<u>Forecast</u> October 2022 - March 2023 (Total)
Net sales	39,556	41,233	45,400	49,600
Operating income	1,902	1,416	1,200	2,300
Ordinary income	1,685	1,452	1,000	2,100
Net income attributable to owners of the parent	748	570	250	1,150

(Note) 1. Amounts less than one million yen are discarded.

2. Since " Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and others have been applied from the beginning of fiscal year ended March 31, 2022, the above results for the same period are after the application of the said accounting standard and others. The figures for "Reference" are the figures based on the previous accounting standard.

## Net Sales and Operating Income by Business Segment (FY2021 and FY2022)

(Millions of Yen)	FY2021 ending March, 2022		FY2022 ending March, 2023		Change in Net Sales		Change in Operating Income	
	Net Sales	Operating Income	Net Sales	Operating income	Amount	Ratio	Amount	Ratio
	Sales ratio	Operating income ratio	Sales ratio	Operating income ratio				
Automotive Products	66,245 82.0%	3,567 5.4%	79,100 83.3%	3,540 4.5%	12,855	19.4%	(27)	(0.8%)
Household Appliances	6,753 8.4%	(491) —	7,900 8.3%	(300) —	1,147	17.0%	191	—
Aircraft Component	1,615 2.0%	286 17.7%	1,700 1.8%	180 10.6%	85	5.3%	(106)	(37.1%)
Turf-care Equipment	3,877 4.8%	(33) —	4,000 4.2%	10 0.3%	123	3.2%	43	—
Other Business	2,297 2.8%	(10) —	2,300 2.4%	70 3.0%	3	0.1%	80	—
Total	80,789 4.1%	3,318 4.1%	95,000 3.7%	3,500 3.7%	14,211	17.6%	182	5.5%

(Note) 1. Amounts less than one million yen are discarded.  
2. Figures in parentheses are negative values.

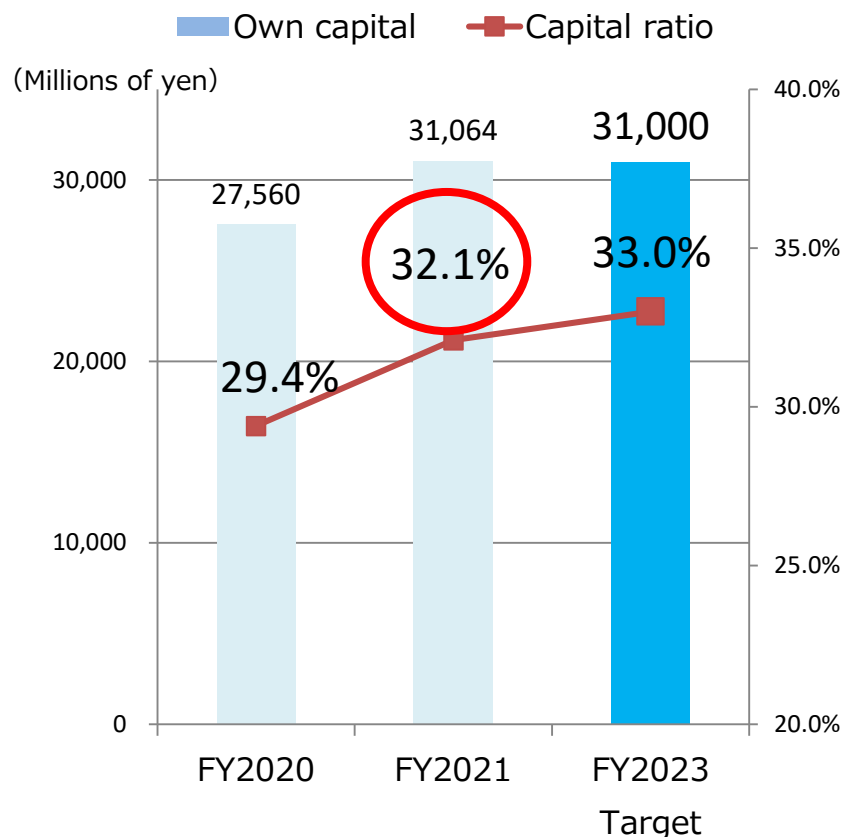


# Initiatives as a Prime Market Listed Company

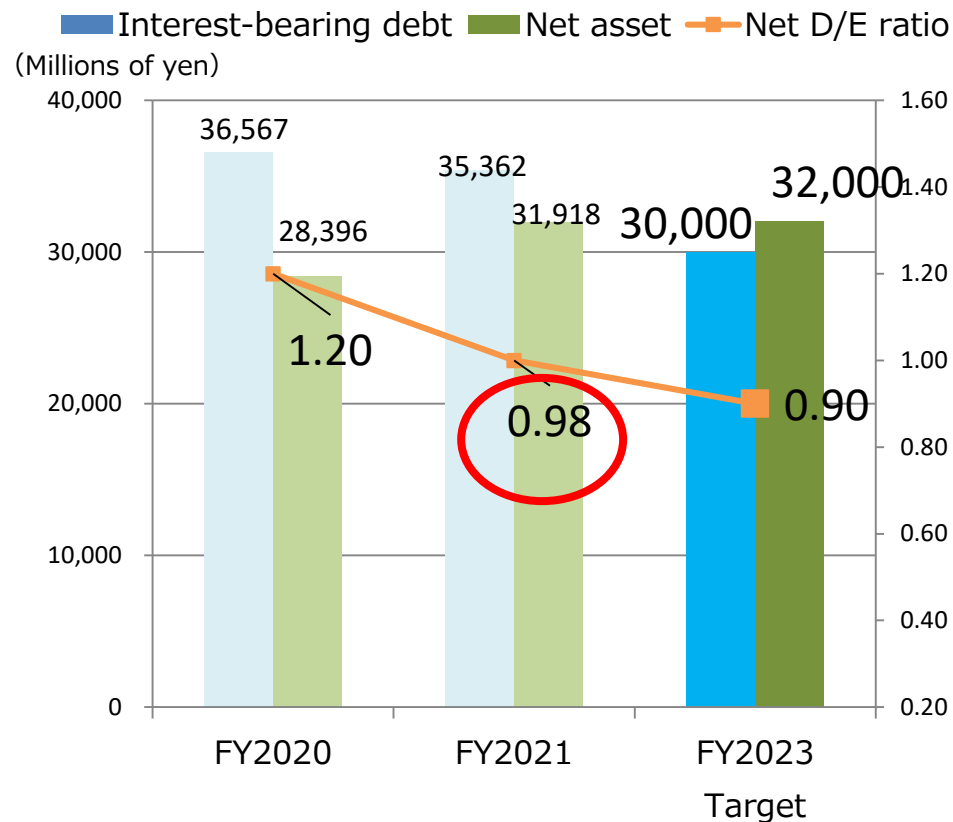
Progress on  
the Plan to Meet the Continued  
Listing Criteria for the New Market  
Classification  
(Mid-term Vision Objectives)

Recover capital ratio and debt-to-equity ratio to appropriate levels

Capital ratio  
33% or higher



Net D/E ratio  
less than 0.9

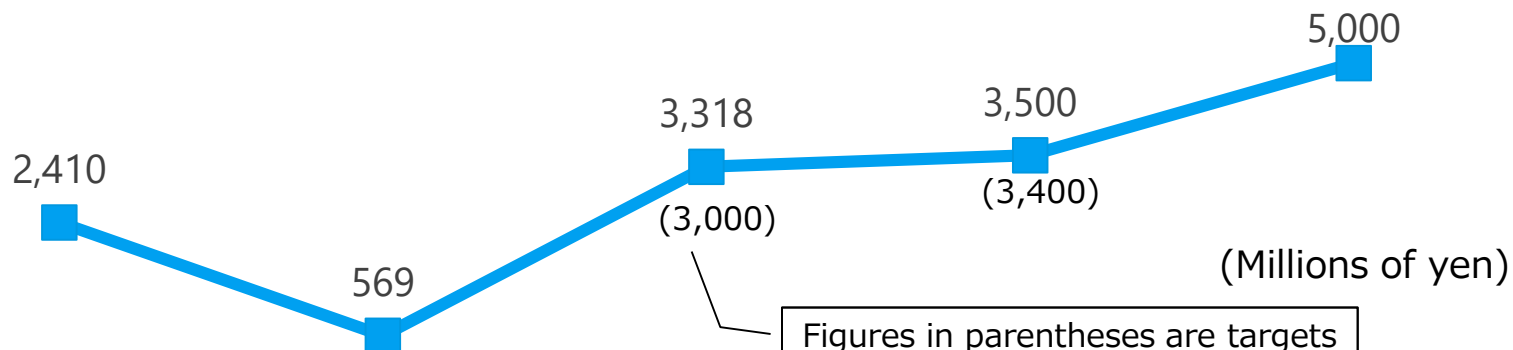


# Progress on the Mid-term Vision Objectives



FY2023 Targets: Net Sales 95 billion yen  
Operating Income 5 billion yen  
Profit Margin 5.0% or more

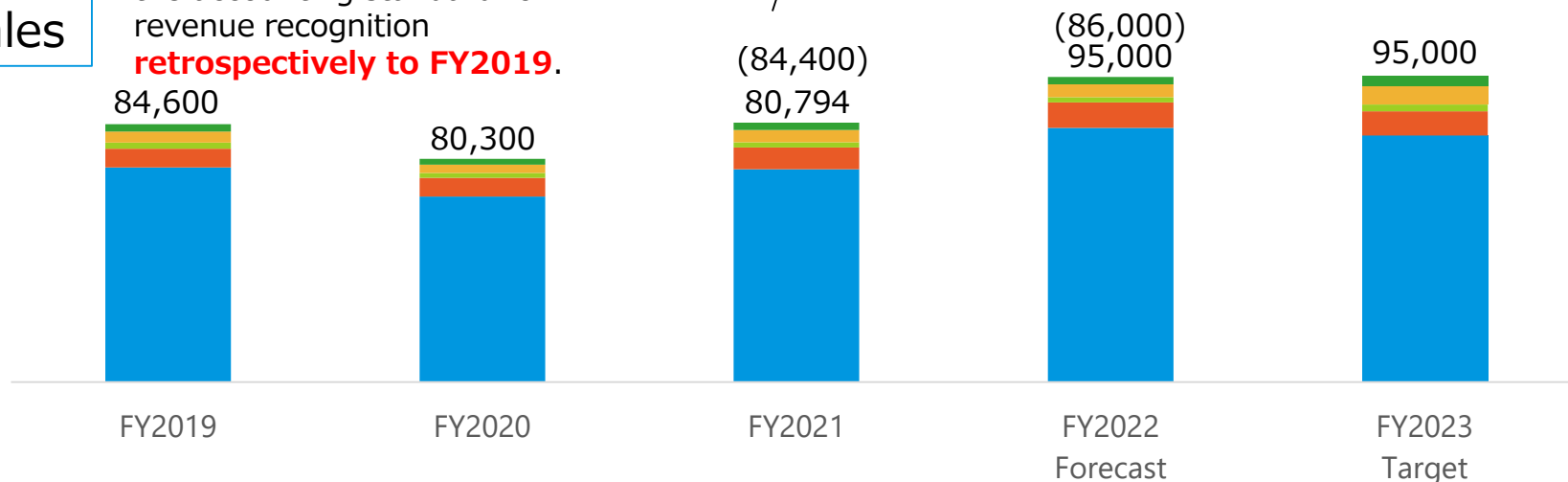
Operation  
Income



Net Sales

Figures based on the application of the accounting standard for revenue recognition **retrospectively to FY2019.**

Figures in parentheses are targets in the mid-term vision.



■ Automotive ■ Household Appliances Device ■ Aircraft Parts ■ Turf-care ■ Others

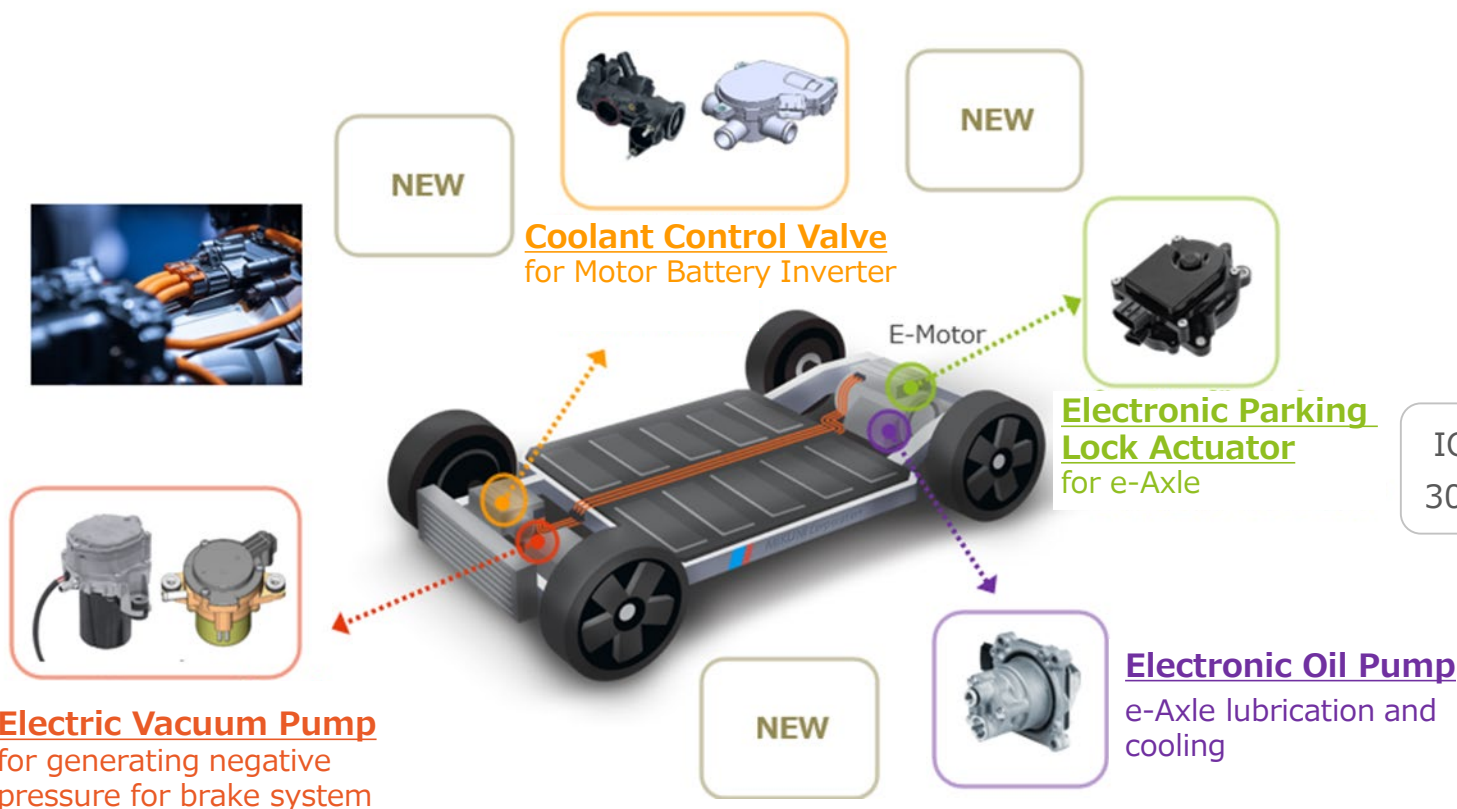
# Sustainability

- Transforming the Business Portfolio to Contribute to Decarbonization and Mikuni's Story of Growth
- Initiatives to Achieve Carbon Neutrality by 2050
- Corporate Governance, Diversity and Inclusion

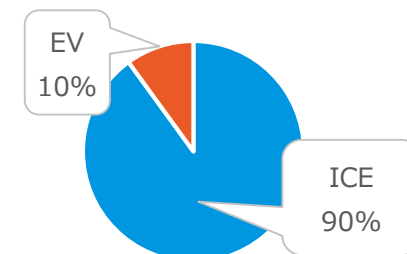
# Products for EV to be 70% by FY2030

Strategically invest management resources in the advanced development of products for electric vehicles. We will increase the percentage of sales of products for electric vehicles, including HEVs and PHEVs, to more than 70% of the Mikuni Group's sales of products for automobiles by FY2030.

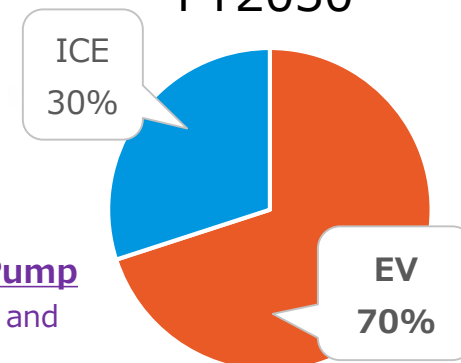
## (Examples of products developed for EVs)



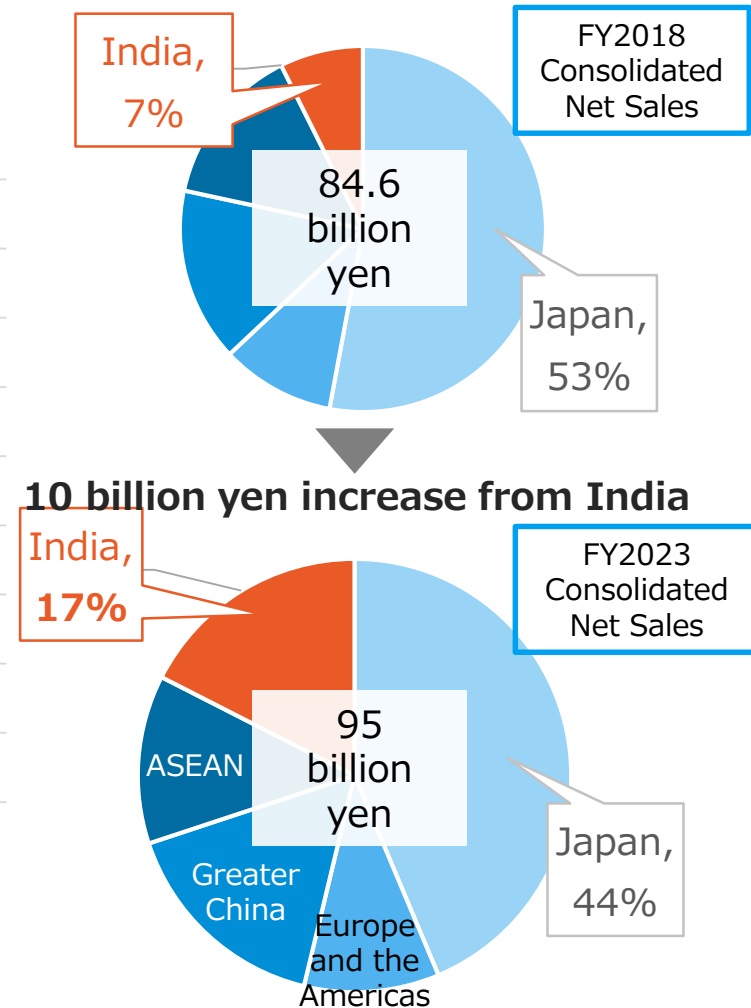
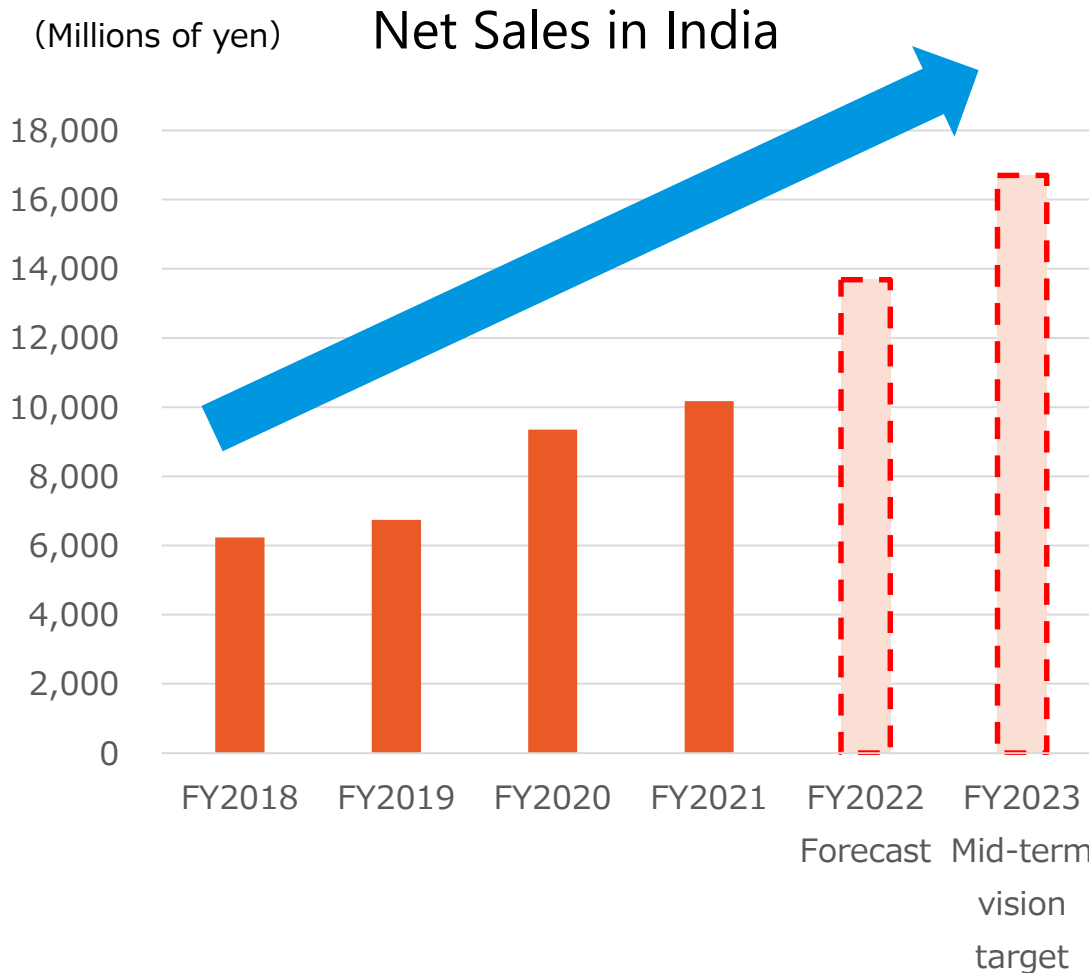
FY2021



FY2030

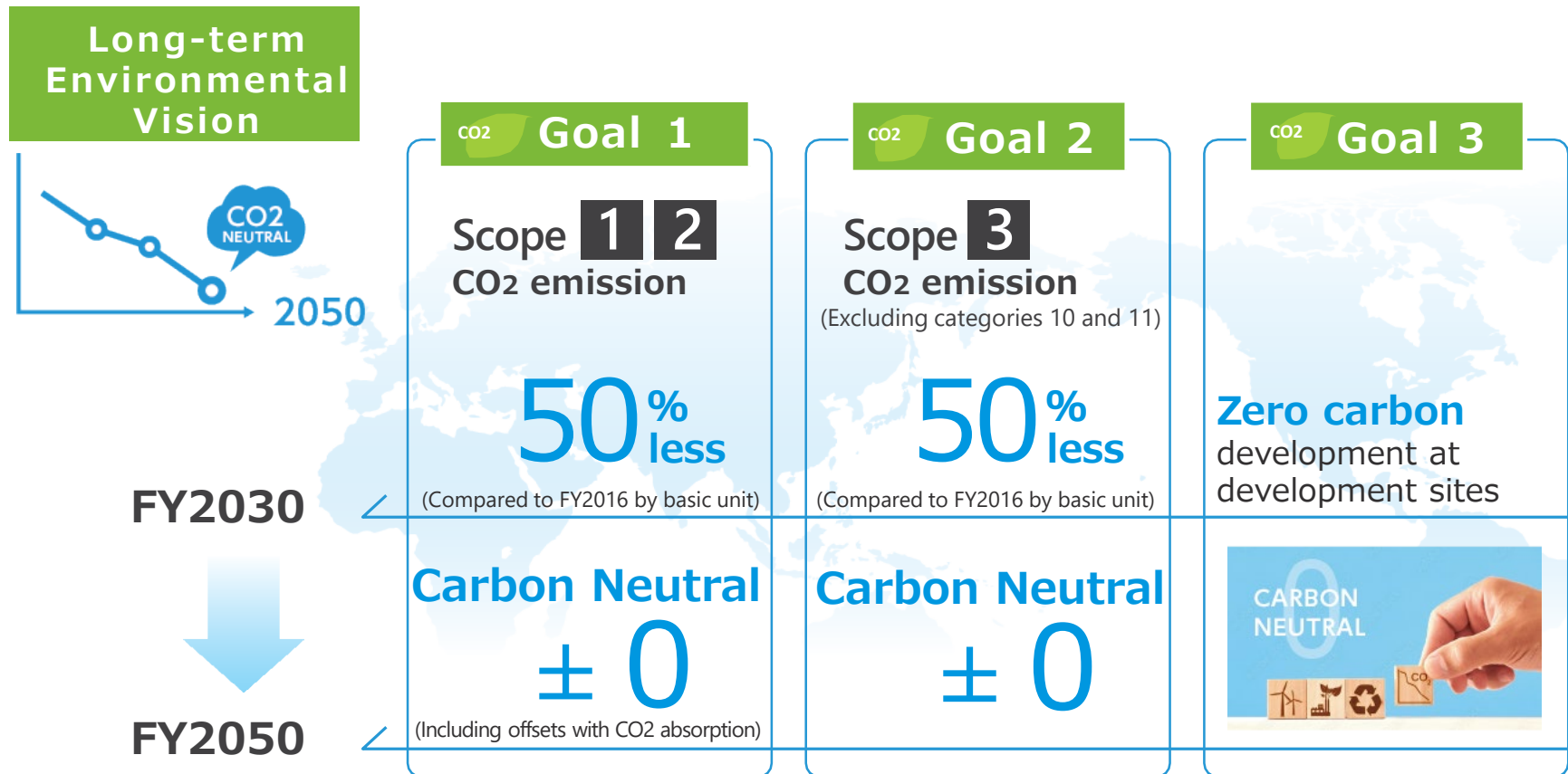


- Leveraging Mikuni's strengths in India, the world's largest motorcycle market
  - Contribute to the growth of the Indian automobile market with our technology
- Thus, make the mobility business in India a driving force for the growth of the entire Mikuni Group



# Aiming for Carbon Neutrality in 2050

We set our long-term environmental goals based on our long-term environmental vision: "We will continue to be a valuable entity in solving the environmental issues of countries, regions, and customers."

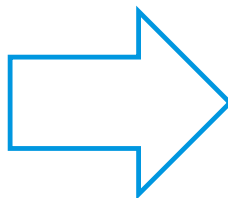




The election of a female director will be proposed at the Annual General Meeting of Shareholders (June)

( As of now ) 12 males, 1 female

Position	Number
Director	9
(female)	0
Auditor	4
(female)	1



(After approval) 12 males, 2 females

Position	Number
Director	10
(female)	1
Auditor	4
(female)	1

## Disclaimer

1. This document has been prepared on a consolidated basis.
2. This document summarizes the financial results and earnings forecasts that have already been announced, and is provided solely for the purpose of providing information to investors, and is not intended as a solicitation to buy or sell.
3. The forward-looking statements, including earnings forecasts, contained in this document are based on information available as of the date of the announcement, and actual results may differ from these forecasts due to various factors.
4. Statements regarding business performance, etc., have been prepared based on various data that are believed to be reliable, but we do not guarantee their accuracy.

For more information, please contact

Corporate Planning Department  
Corporate Division  
Phone: +81-3-6895-0038

Mikuni Corporation  
13-11, Sotokanda 6-chome, Chiyoda-ku, Tokyo 101-0021, Japan  
URL <https://www.mikuni.co.jp/>