TSE: 6594 OTC US: NJDCY
https://www.nidec.com/en/

Nidec Corporation

Fiscal 2024 Financial Results

Fiscal Year Ended March 31, 2025

<IFRS>

Nidec
All for dreams

BESS (Battery Energy Storage System)

Disclaimer Regarding Forward-looking Statements

These presentation materials and the related discussions contain forward-looking statements including expectations, estimates, projections, plans and strategies. Such forward-looking statements are based on management's targets, assumptions and beliefs in light of the information currently available. Certain risks, uncertainties and other factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such risks and uncertainties include, but are not limited to, changes in customer circumstances and demand, exchange rate fluctuations, and the Nidec Group's ability to design, develop, mass produce and win acceptance of its products and to acquire and successfully integrate companies with complementary technologies and product lines. Please see other disclosure documents filed or published by the Nidec Group companies, including the Japanese securities report, for additional information regarding such risks and uncertainties. Nidec undertakes no obligation to update the forward-looking statements unless required by law.

The first slide features the largest BESS project in the Baltic three states and Nidec's first in the region. We received order for more than 50 units, totaling 100 MW of power and 200 MWh capacity, and will deliver to customers by the end of 2025.
https://www.nidec-conversion.com/nidec-awarded-bess-project-estonia/

Consolidated Profit/Loss

Billions of Yen, except for percentages, EPS, dividends and FX rates	FY2023	**FY2024**	Change
Net sales	2,347.2	2,607.1	+11.1%
Operating profit	161.9	240.2	+48.4%
Operating profit ratio	*6.9%*	*9.2%*	-
Profit before income taxes	201.7	236.5	+17.3%
Profit attributable to owners of the parent	124.5	167.7	+34.7%
EPS (Yen)	108.30	145.95	+34.7%
Dividends (Yen)	37.5	40.0	-
FX rate (Yen/US$)			
Average:	144.62	152.58	+5.5%
Term end:	151.41	149.52	-1.2%

Note: Based on the current forecast of sales volume, every one yen appreciation or depreciation against the U.S. dollar and the euro for FY2024 is estimated to have an annualized impact of 10.0 billion yen and 1.9 billion yen on net sales, respectively, and 1.1 billion yen and 0.4 billion yen on operating profit, respectively.

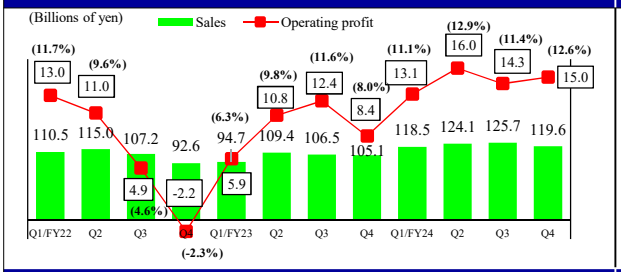
Nidec implemented a two-for-one common stock split, effective October 1, 2024. Earnings per share and dividends were calculated on the assumption that the relevant stock split had been implemented at the beginning of the year ended March 31, 2024.

Product Group Overview

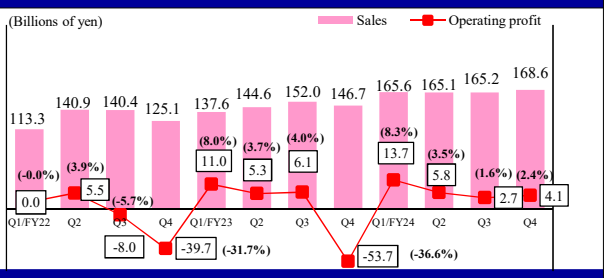
* Please refer to Notes on Page 23

Numbers inside parentheses refer to operating profit ratio.

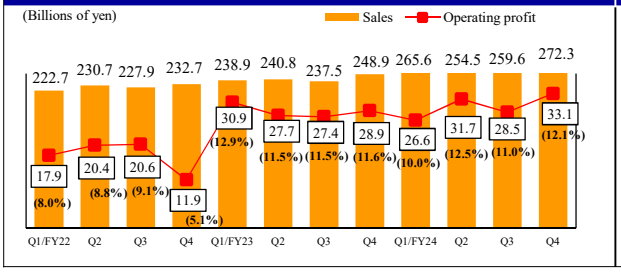
Small Precision Motors



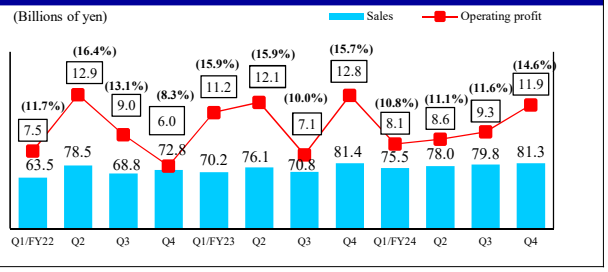
Automotive Products



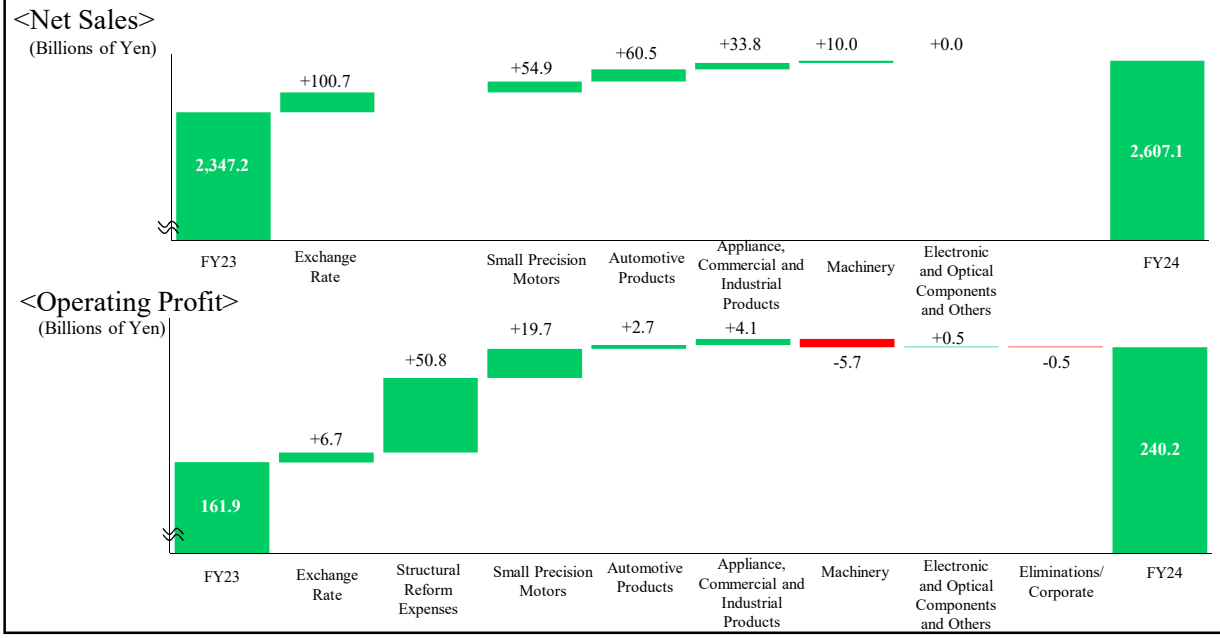
Appliance, Commercial and Industrial Products



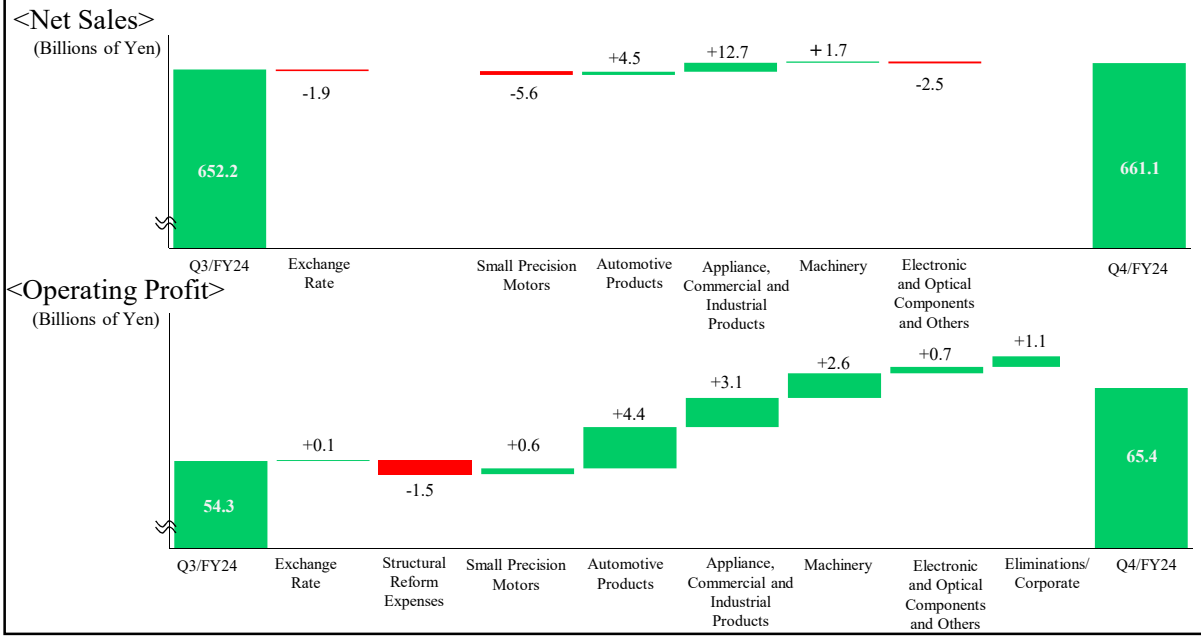
Machinery



Year-on-Year Changes (Twelve Months Ended March 31, 2025)

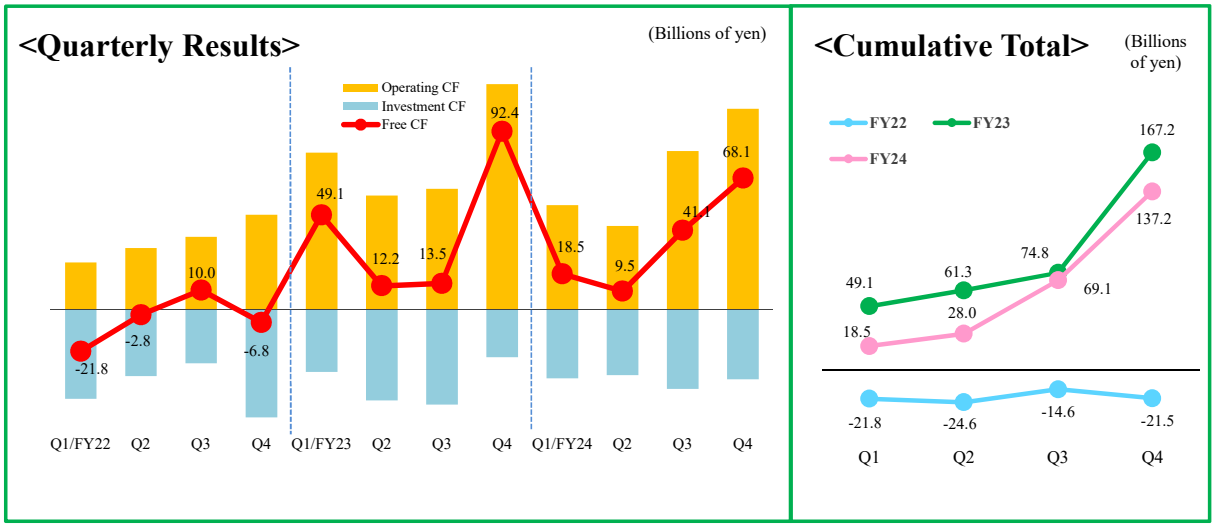


Quarter-on-Quarter Changes (Three Months Ended March 31, 2025)



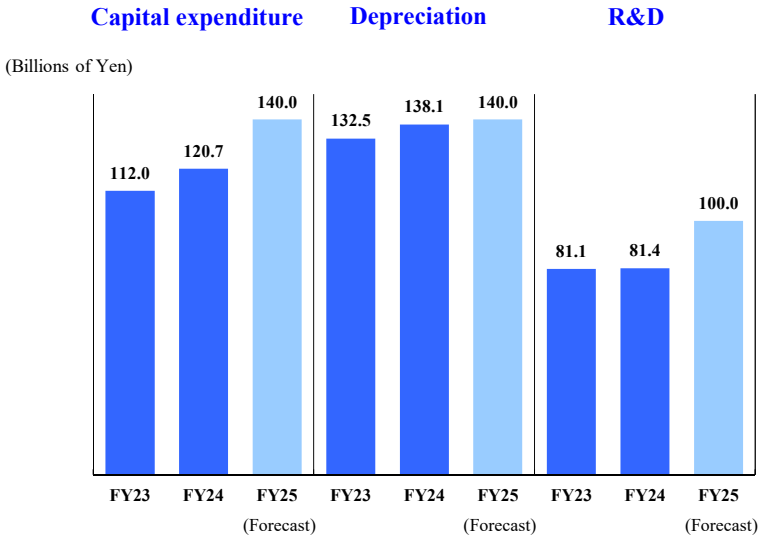
Promoting Cash Flow Management

Aiming to enhance cash flow generating ability to maximize corporate value
(Balanced cash allocation to growth investment, shareholder return and interest-bearing debt control)



Capital Expenditure, Depreciation and R&D

This slide includes forward-looking statements.
See Disclaimer on Page 2.



Continue active capital investment and R&D to support mid to-long-term growth

Summary FY2024

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- **Record-high full-year financial results**
  Full-year consolidated net sales, operating profit, profit before income taxes and profit attributable to owners of the parent stood at record highs.
- **Q4 net sales and operating profit marked record-highs on a quarterly basis**
- **Cash flow remained at record-high level**

FY2025 Forecast

Nidec –All for dreams

This slide includes forward-looking statements. See Disclaimer on Page 2.

Billions of Yen, except for EPS, dividends and FX rate	FY2024 (Results)	FY2025 Forecast		
		1H/FY2025	2H/FY2025	Full-Year
Net sales	2,607.1	1,280.0	1,320.0	2,600.0
Operating profit	240.2	120.0	140.0	260.0
Operating profit ratio	*9.2%*	*9.4%*	*10.6%*	*10.0%*
Profit before income taxes	236.5	125.0	145.0	270.0
Profit attributable to owners of the parent	167.7	92.0	108.0	200.0
EPS (Yen)	145.95	80.26	94.21	174.47
Dividends (Yen)	40.0	20.0	22.5	42.5
FX Rate (Yen/US$)	152.58	140	140	140
FX Rate (Yen/Euro)	149.52	155	155	155

New Mid-Term Management Plan

Conversion 2027

Mid-Term Management Plan (Goals and Policies)

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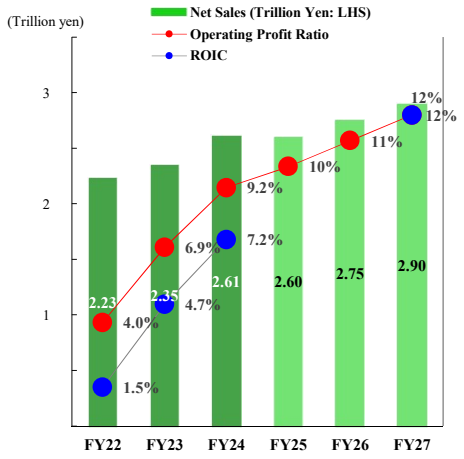
This slide includes forward-looking statements. See Disclaimer on Page 2.

Aiming to improve profitability through drastic reform including business restructuring, site consolidation, personnel cuts, etc.

<Mid-Term Management Plan>



(Billion yen)	FY24 (Actual)	FY25 (Forecast)	FY26 (Forecast)	FY27 (Forecast)
Net Sales	2,607.1	2,600	2,750	2,900
Operating Profit	**240.2**	**260**	**300**	**350**
Operating Profit Ratio	**9.2%**	**10%**	**11%**	**12%**
ROIC	7.2%	・・・		12%

<Policy> Three "Conversions"

1. **"Convert" to high profit structure**
   - Business restructuring, reorganization, personnel cuts, etc.
   - Improve operation process, systematizing, digital transformation
2. **"Convert" to 5 Business Pillars to support the future growth (planned for FY26)**
   - Create a growth strategy across the boundaries of the businesses
   - Consolidate and reinforce our business based on functional axes such as technology and manufacturing
3. **"Convert" to truly global system**
   - Shift to global and lean organization including executive officer structure
   - Establish global headquarter functions in FY25

■"Convert" to High Profit Structure: Improvement of Business Structure

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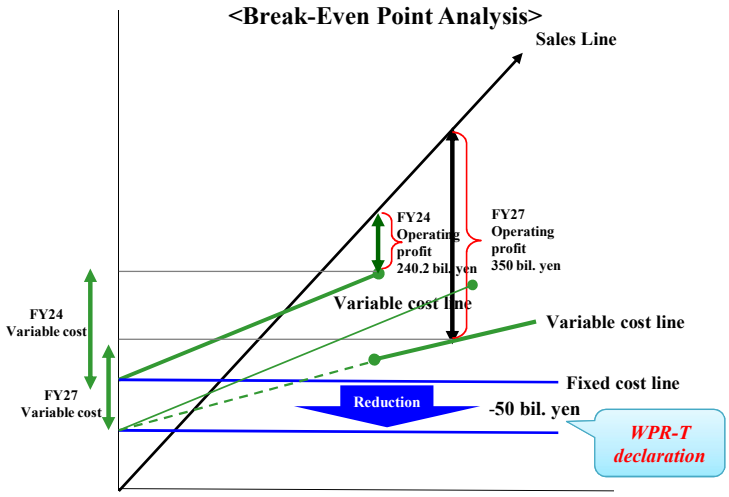
Implementing three measures to improve business structure by 150 billion yen, and accelerate creation of a high-profit structure



Strategy 1. Variable cost — **-100 bil. yen**

- Reductions by reviewing unprofitable and non-core business
- Further reduction on material cost with technological capabilities
- Reduction by building product quality capitalizing on technological advantages

Strategy 2. Fixed cost — **-50 bil. yen**

- Reduction through site consolidation
- Personnel cuts focusing on indirect manufacturing staff
- Reduction through drastic process reform (PSI/MRP, etc.)

Strategy 3. Strategic investment — **1% of Net Sales**

- Investment on systems and digital transformation
- Upfront development investment
- Investment on automation

■"Convert" to High Profit Structure: Nidec-Style ROIC Management

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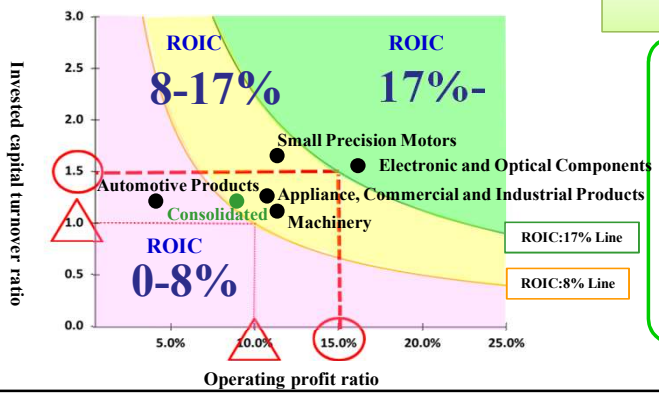
Deploying Nidec-style ROIC management, which centers on invested capital turnover ratio and operating profit ratio

Nidec Standard	Red (Issue)	Yellow (Good)	Green (Excellent)
ROIC	Up to 8%	8 to 17%	17% or higher
Invested capital turnover ratio	Up to 1.0	1.0 to 1.5	1.5 or higher
Operating profit ratio	Up to 10%	10 to 15%	15% or higher



ROIC (general formula of Return on Invested Capital)
= NOPAT (Net operating profit after tax) / Invested capital x 100 (%)

Nidec ROIC = Invested capital turnover ratio x Ratio of operating profit after tax

< Nidec -style actions for improving ROIC>

1. Improve operating profit **(P/L)**
2. Restrict invested capital **(B/S)**

(1) Optimize working capital
① Inventories
② Accounts receivables and payables

(2) Rationalize fixed asset
(Investment within depreciation cost)

■"Convert" to High Profit Structure: Site Consolidation and Optimization

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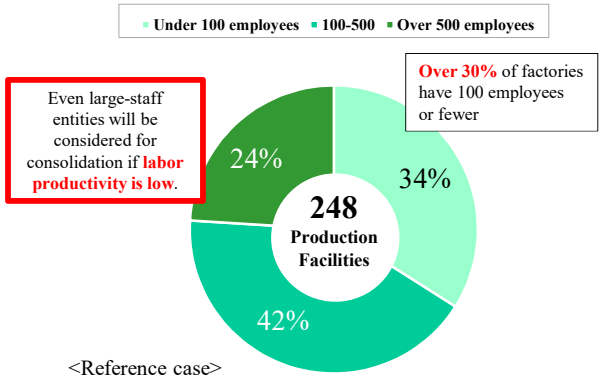
Aiming to actively promote consolidation across the different business frameworks focusing on entities and production facilities with 100 employees or fewer

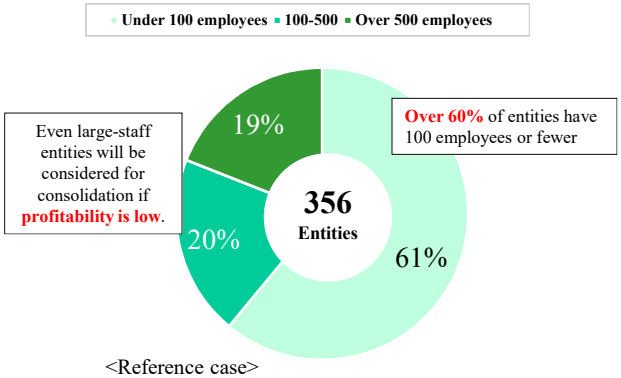
<Production facilities within the group (248 sites)>



<Reference case>

- Consolidation of New ACIM's business facilities (mainly in Europe) is underway from FY2024.

<Entities within the group (356 companies)>



<Reference case>

- Nidec Mobility merged with Nidec Elesys on April 1, 2025.

■"Convert" to High Profit Structure: High-Value-Added Strategy

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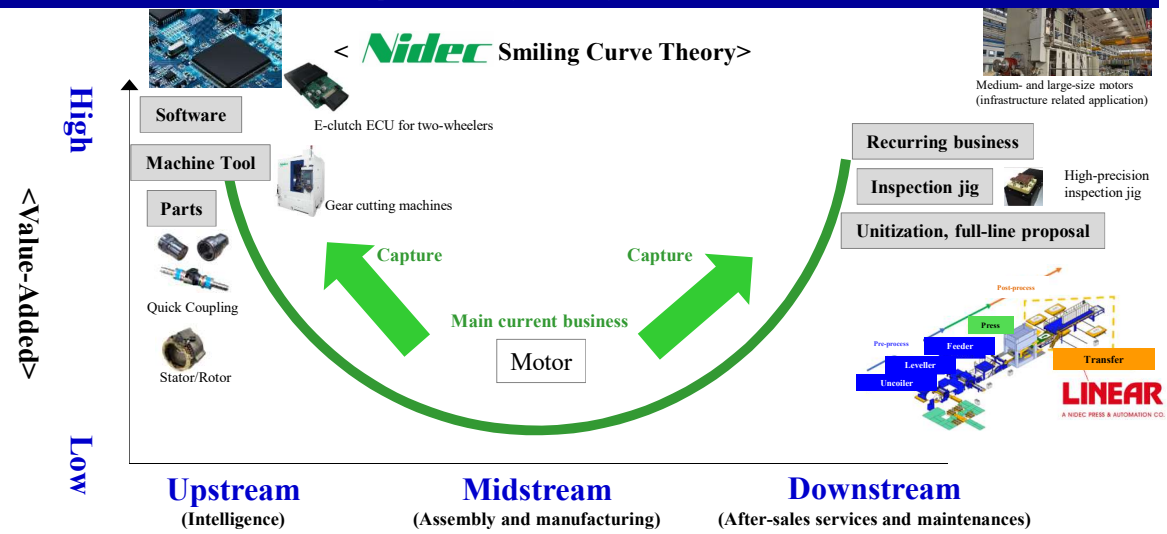
Capitalizing on Nidec group's technological advantage and strong quality capabilities, we further penetrate and grow in high value-added markets



Five Business Pillars -Five Areas of Focus Based on Market Trends-

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Targeting wide range of business areas from cutting-edge AI-related market to everyday life, infrastructure and energy

Better Life	Sustainable Infrastructure and Energy	Base of AI Society	Efficient Manufacturing	Mobility Innovation
-Improving quality of life -Pursuing reliability, safety and health	Contributing to infrastructure maintenance by efficient generation, storage and utilization of energy	Anticipating explosive demand and responding to required evolution	Leading labor-saving, automation, acceleration and high precision in manufacturing	Electrification of eco-friendly vehicles/expansion with automation
Home appliances **Commercial equipment (HVAC/elevators)**	**Power generator** **Battery Energy Storage System (BESS)**	**Data center** **Semiconductor inspection**	**Machine tools and Press machines** **Precision reducers**	**Automotive components** **E-bike**

"Convert" To High Profit Structure: Growth Strategy (5 Business Pillars)

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Seeking synergies beyond the boundaries of existing businesses

	Better Life	Sustainable Infrastructure and Energy	Base of AI Society	Efficient Manufacturing	Mobility Innovation
	-Improving quality of life -Pursuing reliability, safety and health	Contributing to infrastructure maintenance by efficient generation, storage and utilization of energy	Anticipating explosive demand and responding to required evolution	Leading labor-saving, automation, acceleration and high precision in manufacturing	Electrification of eco-friendly vehicles/expansion with automation
	<Strategy for each pillar>				
Head	Valter Taranzano (Head for Appliance and Commercial business)	Michael Briggs (Head for Motion and Energy business)	Yoshihisa Kitao (Head for Small Platform Motor & Solutions business)	Tatsuya Nishimoto (Head for Machinery and Automation business)	Mitsuya Kishida (Head for Automotive Motor & Electronic Control business)
Focus region	**Business expansion according to regional demand based on local production and consumption**				
	Emerging countries incl. India (rapidly growing market)	Europe/India (BESS for renewable energy/infrastructure)	North America/China (data center demand)	Europe/Americas/China/India (local production and consumption/cross selling)	India/Japan/Europe and Americas (from cars to aircraft)
Value to offer	**Promote One Nidec efforts from a customers' perspective (from individual handling to organization wide, integrated approach)**				
	A wide variety of products incl. motor/compressor/fan	High-voltage power transformation/system control/ energy management technology	Track record in ICT industry + thermal management technology	Maximize with full-line and one-stop strategies/expansion for humanoid application	Use track record in auto industry and penetrate in new market and industry
Focus theme	**Centralize resources around each pillar/strengthen by function**				
	Existing business/streamlining sites/LCC/selection	Expanding recurring revenue business such as maintenance service	Provide total solution for server and data center	Expansion of service area and strengthen competitiveness with M&A	Consolidate capabilities in Nidec group, use control and software

Shift To A Truly Global System

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Building a rapid management system through strengthening chief officer system and slimming down executive officer structure

<Before>

Representative Director and President (CEO)	Mitsuya Kishida
First Senior Vice President (CTO)	Michio Kaida
Senior Vice President (CFO)	Akinobu Samura
Senior Vice President (CAO・CCO)	Fumiaki Ushio
Senior Vice President (CPO・CSO)	Toru Takahashi
Other Vice Presidents in each layer	16 people
Total	**21 people**

<After the change on April 1, 2025>

Representative Director and President (CEO・CSO)	Mitsuya Kishida
First Senior Vice President (CM&AO)	Takamitsu Araki
First Senior Vice President (CTO)	Michio Kaida
Senior Vice President (CFO)	Akinobu Samura
Senior Vice President (CMO)	Toru Takahashi
Vice President (CDO)	Takaaki Onishi
Vice President (CHRO)	Masayuki Minai
Other Vice Presidents in each layer	9 people (incl. 2 foreign officers)
Total	**16 people**

<Establishment of Fellow position>
Appoint employees with outstanding technology, skills and knowledge who lead the business and reform with a clear mission, and contribute to the organization

Fellow	5 people

<Establishment of Senior General Manager position>
Identify executive personnel who will be candidates for the positions of executive officer. Select next-generation executive officers who will be involved in company management with wide perspectives on a global basis.

Senior General Manager (CQO)	Ryo Kuribayashi
Other Senior General Managers	10 people (incl. 5 foreign officers)

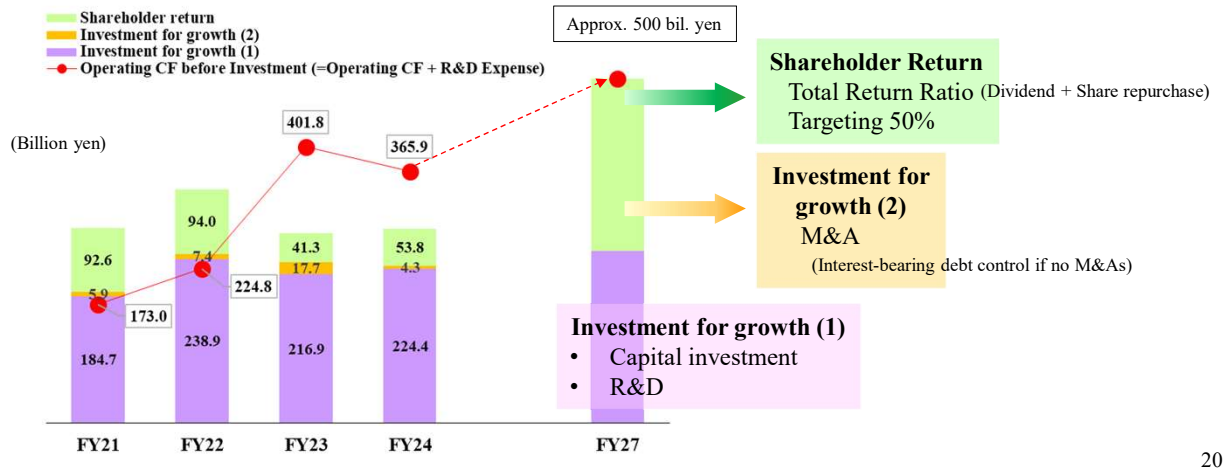
Cash Allocation

Nidec –All for dreams

This slide includes forward-looking statements. See Disclaimer on Page 2.

Aiming to evolve ROIC management, and improve cash flow creating capabilities

<Cash Allocation>



Contribution from M&As

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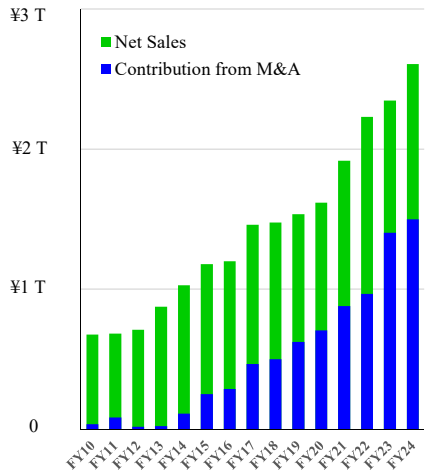
Over 55% of FY24 net sales was contributed from the companies that joined Nidec group in FY2010 or after

<Contribution to net sales from M&A from FY2010>



<45 companies that joined Nidec Group in FY2010 or after>

FY2010	Motors & Controls business of Emerson Electric Co. (USA)
FY2011	SANYO Seimitsu
FY2012	The Minster Machine Company (USA)
	Ansaldo Sistemi Industriali (Italy)
	Avtron Industrial Automation,Inc. (USA)
	SCD Co.,Ltd. (Korea)
	Kinetek Group Inc. (USA)
	Jiangsu Kaiyu Auto Appliance (China)
FY2013	Mitsubishi Materials C.M.I.
	Honda Elesys
FY2014	Geräte- und Pumpenbau GmbH Dr. Eugen Schmidt (Germany)
FY2015	Motortecnica s.r.l. (Italy)
	SR motor and drive business of China Tex Mechanical & Electrical Engineering Ltd (China)
	Arisa, S.A. (Spain)
	KB Electronics, Inc. (USA)
	E.M.G. Elettromeccanica S.r.l. (Italy)
	PT. NAGATA OPTO INDONESIA (Indonesia)
FY2016	E.C.E. S.r.l. (Italy)
	ANA IMEP S.A. (Romania)
	Canton Elevator, Inc. (USA)
	Motor and Electric Power Generation businesses of Emerson Electric Co. (France)
	Drive business of Emerson Electric Co. (UK)
	Vamco International, Inc. (USA)
FY2017	LGB Elettropompe S.r.l. (Italy)
	Secop Group (Germany)
	Tokyo Maruzen Industry
	SV Probe Pte. Ltd. (Singapore)
	driveXpert GmbH (Germany)
FY2018	Genmark Automation, Inc. (USA)
	CIMA S.p.A. (Italy)
	MS-Graessner GmbH & Co. KG(Germany)
	Chaun-Choung Technology Corp.(Taiwan)
	Systeme + Steuerungen GmbH(Germany)
	DESCH Antriebstechnik GmbH & Co. KG (Germany)
FY2019	Compressor business of Whirlpool Corporation (Brazil)
	OMRON Automotive Electronics
	Roboteq, Inc. (USA)
FY2021	Mitsubishi Heavy Industries Machine Tool
	OKK
FY2022	PAMA S.p.A. (Italy)
	Midori Precisions (Japan)
FY2023	Houma Armature Works (USA)
	Automatic Feed Company and Related two Companies (USA)
	TAKISAWA
FY2024	Linear Transfer Automation Inc. and Related two Companies (Canada)

The Three Committees (Status Report)

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Based on the process of reviewing technology, people, and purpose, build a system to become a global top-notch company

"Purpose"

<All for dreams Committee>

Aiming to redefine Nidec's ambition to make and spread a purpose (reason for existence) that all employees can be related to

"Technology"

<Technology Strategy Committee>

Aiming to consolidate all of the Nidec Group's internal technological capabilities to identify new core competences

Status:

- **Five subcommittees were formed for technological areas:**
  1. elemental technology, 2. motor and mechatronics, 3. semiconductors, 4. software, and 5. production technology
- **Appoint CTOs who are knowledgeable in technology and business for each of the five business pillars, and clarify global R&D strategies and policies and seek for synergies.**
  -> New areas where we have competitive capabilities/ application to neighboring fields

"People"

<Global HR Strategy Committee>

Aiming to analyze and discover appropriate people from the Nidec Group's diverse human resources to reform the management system for mutual personnel exchange

Status:

- **Three working groups were formed:**
  1. Succession plan*1
  2. Global executive compensation
  3. Global mobility policy*2
- **Hold an all-committee member meeting regularly to discuss issues in detail.**

*1. A plan to identify a successor to someone of an important position in an organization, assign him/her in the position, and develop required skills
*2. A globally standard policy on employees' treatment for international transfers

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Nidec adopts the provisions of IFRS 3 "Business Combinations".
During the three months ended March 31, 2025, Nidec completed its valuation of the assets acquired and the liabilities assumed upon the controlling interest acquisition of Nidec PSA emotors. Nidec's consolidated financial statements for the year ended March 31, 2025 reflect the revision of the initially allocated amounts of acquisition price as Nidec finalized the provisional accounting treatment for the business combination. During the three months ended March 31, 2025, Nidec revised its valuation of the assets acquired and the liabilities assumed upon the share acquisition of Linear Transfer Automation Inc., Linear Automation USA Inc., and Presstrader Limited. Nidec's consolidated financial statements for the year ended March 31, 2025 reflect the revision of the initially allocated amounts of acquisition price as Nidec revised the provisional accounting treatment for the business combination.

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"All for dreams" logo is a registered trademark of Nidec Corporation in Japan, and a trademark in the United States and/or certain other countries.

Appendix

Performance Trends

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Product Group Overview

Sales by Product Group (Apr –Mar FY2024)

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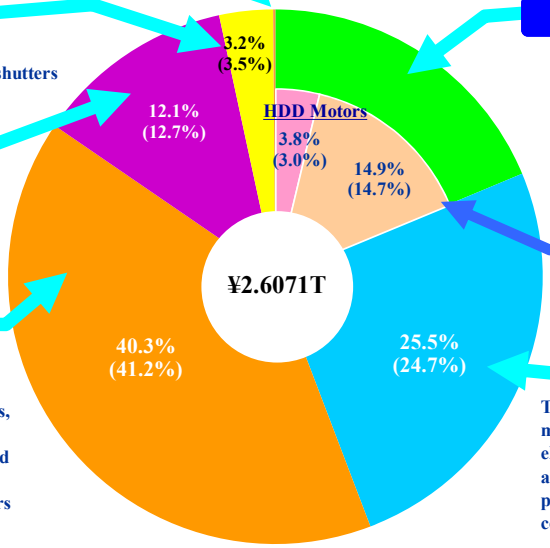
Parenthetic percentages represent FY2023 mix



Others: Music box products, Services

Electronic & Optical Components: Switches, sensors, lens units and camera shutters

Machinery: Industrial robots, card readers, inspection equipment, pressing machines, power transmission equipment and machine tools

Appliance, Commercial and Industrial Products: Home appliance, commercial and industrial motors (air-conditioner motors, washing machine motors and dryer motors), home appliance, commercial and industrial motors related products (compressors for refrigerators, generators and battery energy storage system, etc.)

Small Precision Motors

Other Small Motors: Small brushless motors, fans, vibration motors, small brush motors, motor application products and water-cooling module

Automotive Products: Traction motor systems, automotive motors (electric power steering motors, electric brake motors, etc.) and automotive components (electric oil pumps, electric water pumps and control valves, etc.)

Small Precision Motors: Sub-Segment Results and Year-on-Year Changes

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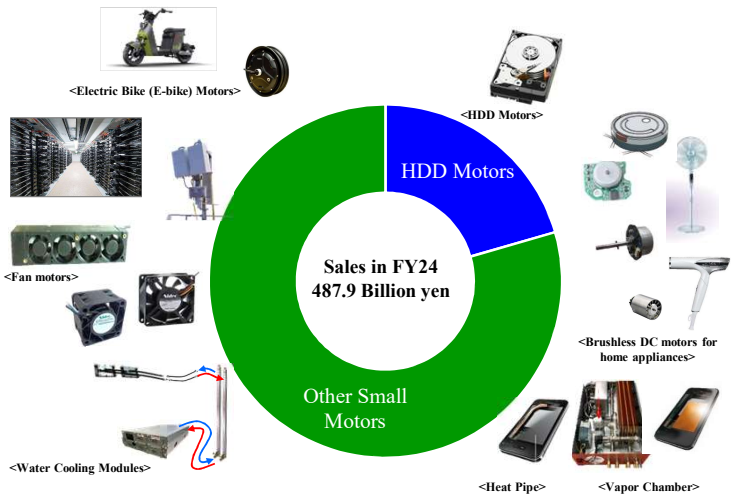
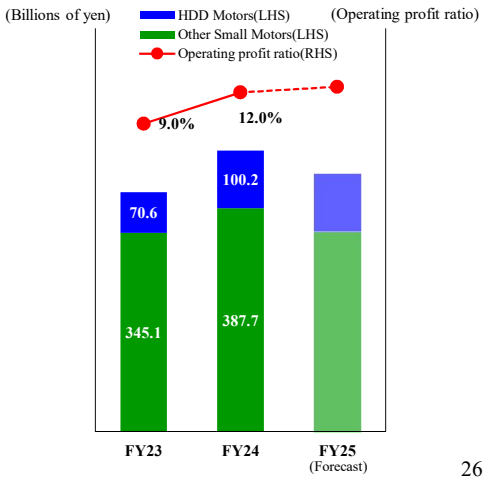
This slide includes forward-looking statements. See Disclaimer on Page 2.

While the demand for IT-related products is slow, new business shoots are emerging in the areas of generative AI and data center

<Sales by sub-segments of Small Precision Motors>



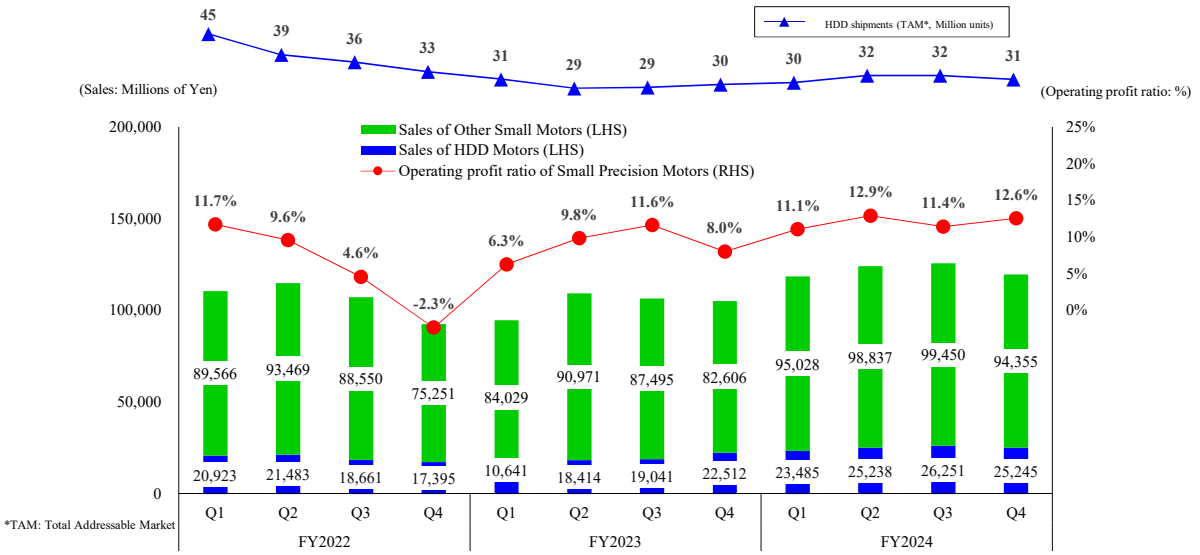
<Changes of sales and operating profit of Small Precision Motors>



Small Precision Motors: Quarterly Results

Nidec –All for dreams

Strongly promoting initiatives to sow the seeds for mid-term growth and transform business portfolio



*TAM: Total Addressable Market

Automotive: Wide Variety of Products Ranging from Motors to Other Components

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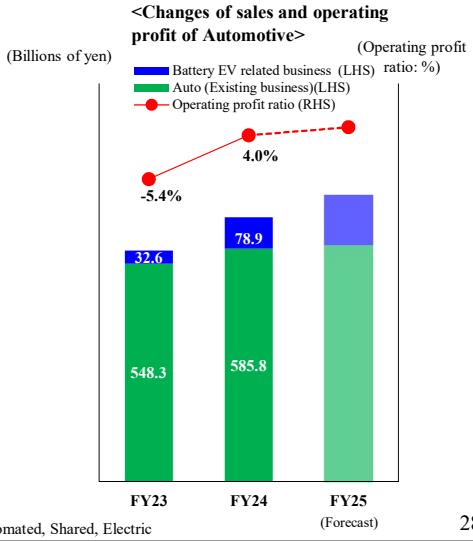
This slide includes forward-looking statements. See Disclaimer on Page 2.

Aiming to become No.1 automotive system company by anticipating the strong electrification demand boosted by CASE* mobility trends

<Sales portfolio of Automotive business>

<Changes of sales and operating profit of Automotive>



*CASE: Connected, Autonomous/Automated, Shared, Electric

Automotive: Quarterly Results

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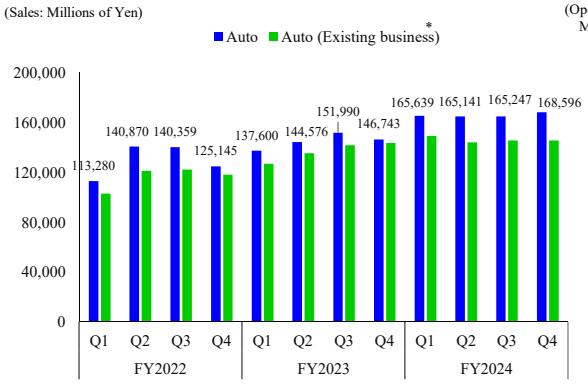
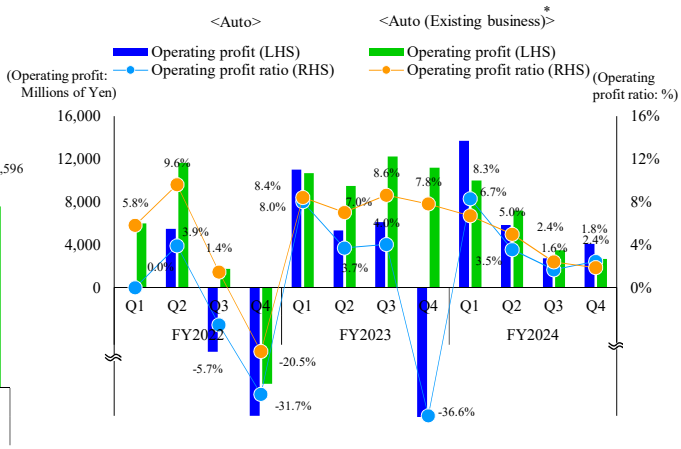
Laying a groundwork for improving and strengthening profit structure after the structural reform in FY23

<Quarterly net sales>



<Quarterly operating profit and operating profit ratio>



* Existing business: Excluding impact of Battery EV related business from Auto business

Appliance, Commercial and Industrial: Sub-Segment Results and Changes

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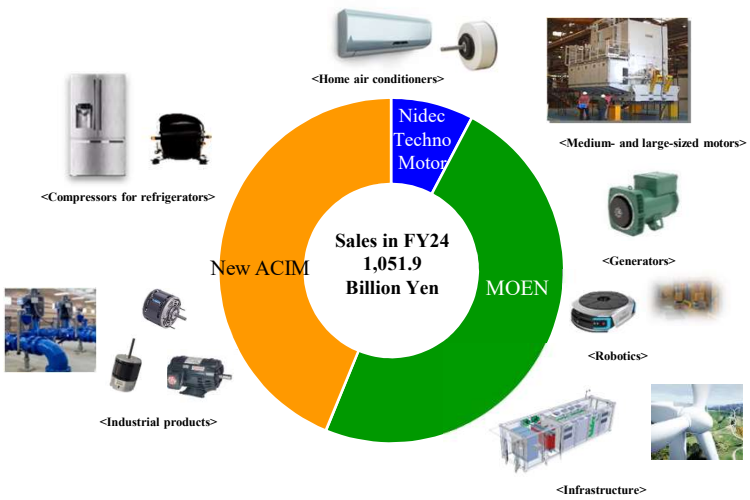
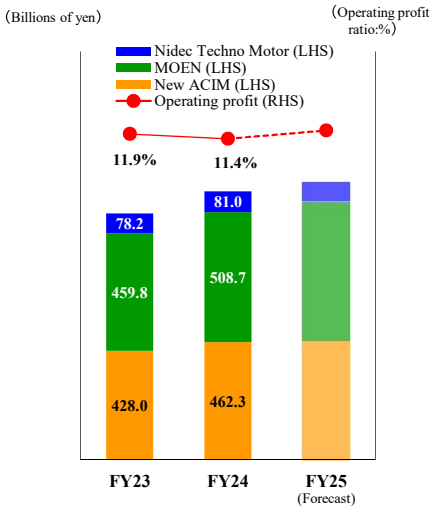
This slide includes forward-looking statements. See Disclaimer on Page 2.

The growth drivers of New ACIM and MOEN enable Appliance, Commercial and Industrial to aim for OPM of 15% going forward after solidified double-digit OPM

<Sales portfolio of Appliance, Commercial and Industrial>



<Changes of sales and operating profit of Appliance, Commercial and Industrial>



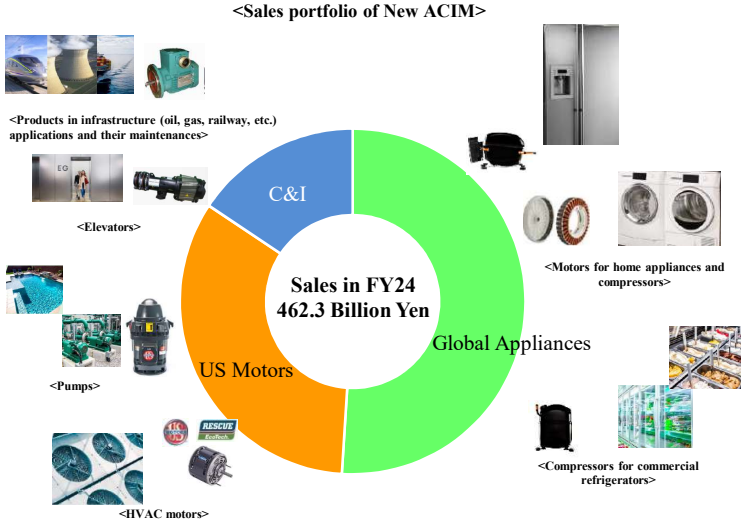
Appliance, Commercial and Industrial: Sales Breakdown and Results Changes of New ACIM

Nidec –All for dreams

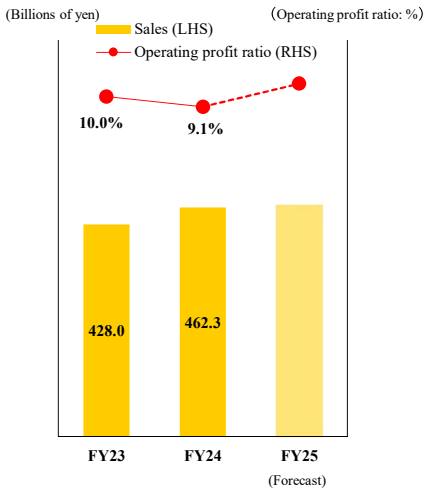
This slide includes forward-looking statements. See Disclaimer on Page 2.

While global home appliance market downturn still continues, we focus on improving profitability with strengthening operation

<Sales portfolio of New ACIM>



<Changes of sales and operating profit of New ACIM>



Appliance, Commercial and Industrial: Sales Breakdown and Results Changes of MOEN

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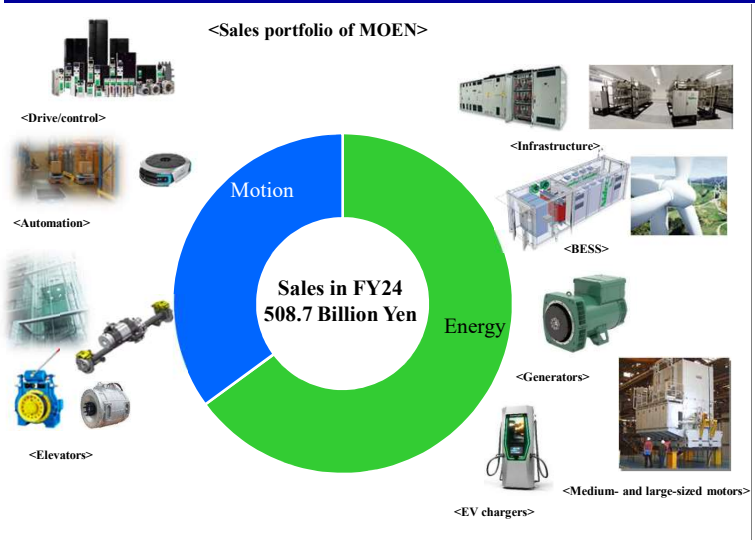
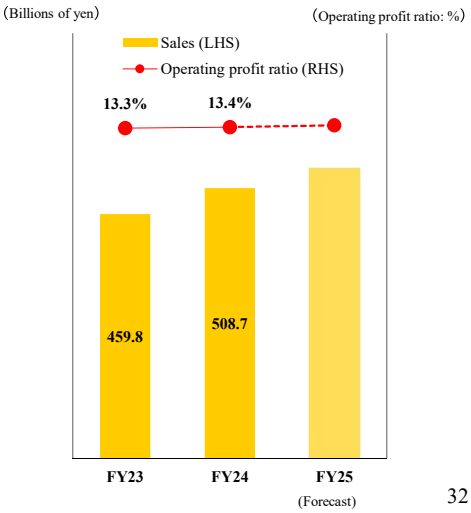
This slide includes forward-looking statements. See Disclaimer on Page 2.

Demand for industrial and infrastructure related products remain robust. We aim to achieve steady improvement of profitability

<Sales portfolio of MOEN>



<Changes of sales and operating profit of MOEN>



Appliance, Commercial and Industrial: Quarterly Results

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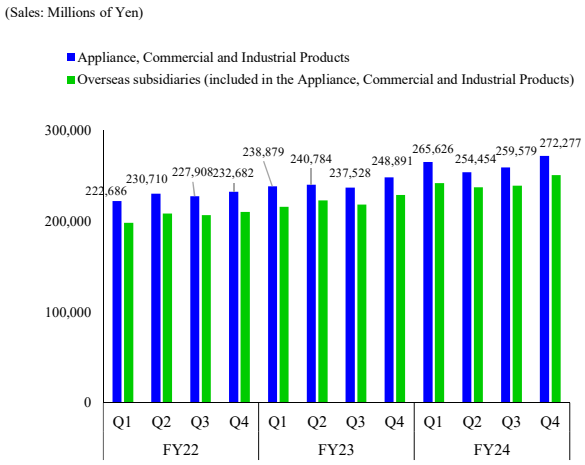
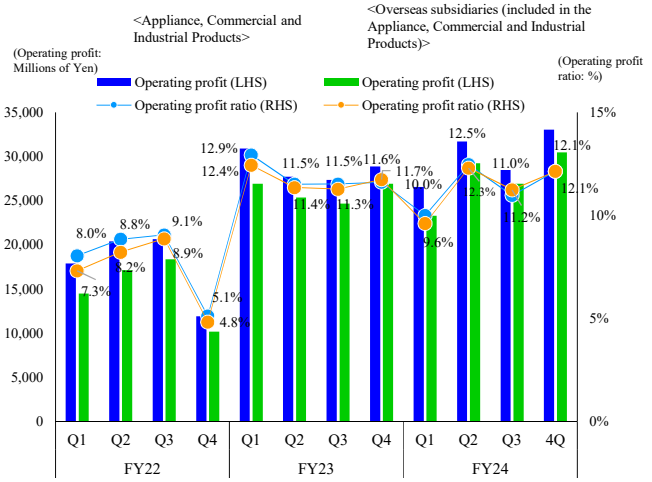
Profitability improved with a tailwind from generator and green energy markets

<Quarterly net sales>



<Quarterly operating profit and operating profit ratio>



Other Product Group: Segment Results and Changes

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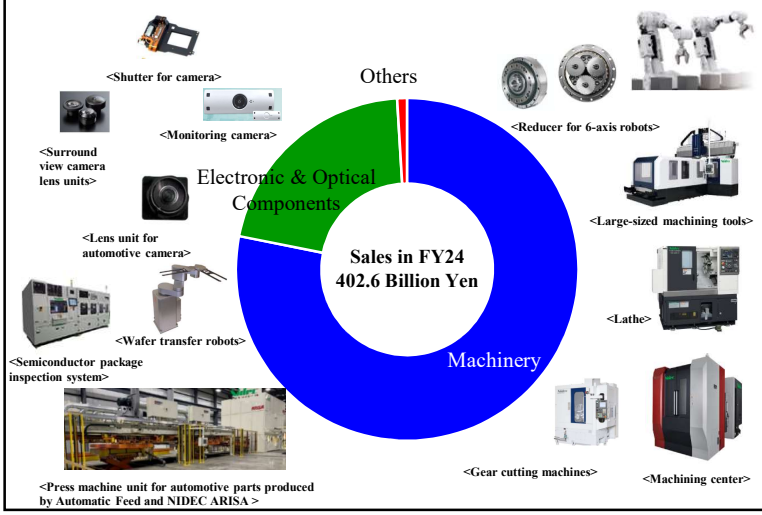
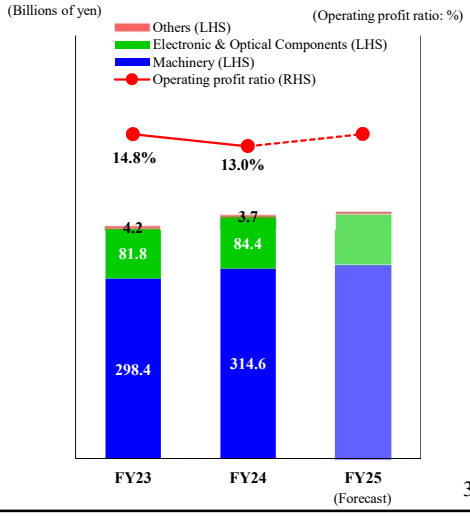
This slide includes forward-looking statements. See Disclaimer on Page 2.

Launching Machinery and Automation Business Unit in FY23
handling reducers, press machines and machine tools to drive the growth of machinery business

<Sales portfolio of Other Product Group>



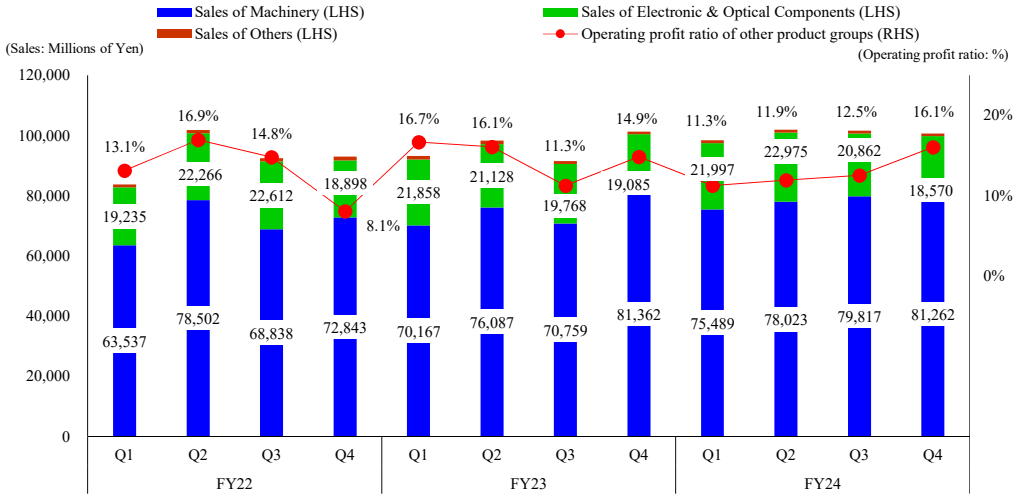
<Changes of sales and operating profit of Other Product Group>



Other Product Group: Quarterly Results

Nidec –All for dreams

Pursuing synergy effect and higher profitability through expanding product lineups and cross-selling



Consolidated Quarterly Net Sales and Operating Profit

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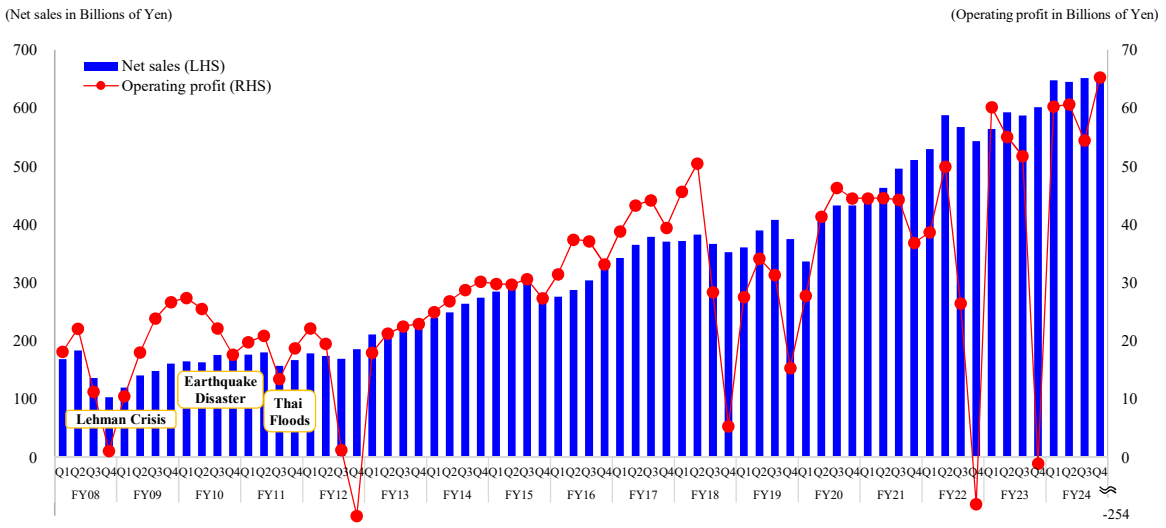
Aiming to improve profitability after structural reform in FY23



Financial Highlights

* Please refer to Notes on Page 23

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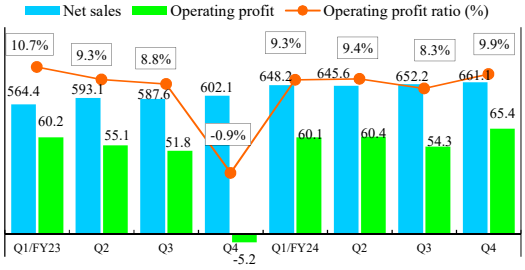
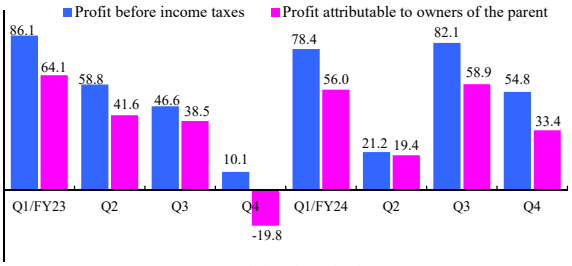
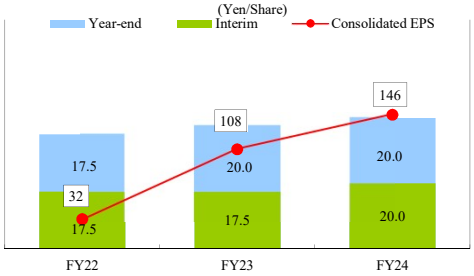
<Consolidated Net Sales and Operating Profit>
(Billions of yen)



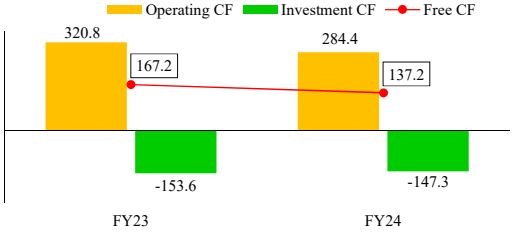
<Profit Before Income Taxes and Profit Attributable to Owners of the Parent>
(Billions of yen)



<Dividends and EPS>
(Yen/Share)



<Consolidated Cash Flow>
(Billions of yen)



*Nidec implemented a two-for-one common stock split, effective October 1, 2024. Dividend and Consolidated EPS were calculated on the assumption that the relevant stock split had been implemented at the beginning of the year ended March 31, 2023.