Chapter I Value Creation Story of MinebeaMitsumi

Source of the Value Creation

Sustainable growth based on three strengths

► Three strengths











Non-financial capital to build up strength

Intellectual capital

- Ultra-precision machining technology
- Comprehensive manufacturing, engineering, development, and sales capability
- M&A capability/PMI

Human capital

- Global human resources
- Women's empowerment
- Skilled workers/engineers

Instrumental capital

- Vertically-integrated manufacturing
- Global operation
- Accumulated manufacturing knowhow

Value chain

- R&D
- Orders
- Production design
- Procurement
- Production
- Sales/CS
- Feedback

Business strategy

- Midterm Business Plan
- Seven Spears strategy

Fundamental philosophy

• Highly transparent operation based on the Five Principles, our corporate credo Passion to create value through difference

Commitment to manufacturing

Our three strengths are underpinned by our fundamental philosophy and its embodiment in the form of financial and non-financial

In addition to financial capital, our non-financial capitals are deeply embedded in the value chain in the form of accumulated

intellectual, human, and manufacturing capitals, which are efficiently utilized by our management strategies.

• ESG/SDGs

Financial capital

- Earning power from numerous No.1 products (net sales, profit, EPS)
- Aggressive capital investments
- Financial balance via leverage
- Ability to generate cash and debt capacity for big
- Flexible shareholder return policy

MinebeaMitsumi's three strengths are "Reinforcing Core Businesses," "Diversified Niches," and "Generating Synergies through the INTEGRATION."

By refining these three strengths and generating synergies, we have created environmental and social value at the same time as economic value, thereby accumulating both financial and non-financial capital.

Using all such capital, we will further hone our three strengths to realize sustainable growth.

*INTEGRATION means "combining" rather than "simple gathering" of the Company's proprietary technologies to evolve the Seven Spears and to create synergies in various fields through the INTEGRATION of our advanced product.

Sustainable growth of MinebeaMitsumi Group

Environmental and social value created

- Mass production with minimum environmental footprint
- Creating environmentally friendly products
- Using IoT to help build smart industry
- Encouraging agricultural workers in emerging countries to participate in the latest technology fields
- Empowering women worldwide













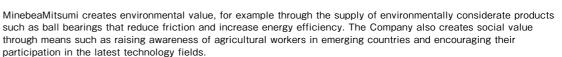


Economic value created

- Environmentally friendly products made possible by MinebeaMitsumi's high-quality components
- Efficient use of social infrastructure as a result of relatively low prices and high product reliability
- Numerous No.1 products
- High operating margin
- Ability to generate cash backed by high earning power
- Return on equity (ROE)
- Return on invested capital (ROIC)







In this way, we achieve business activities that harmonize the resolution of social issues with the creation of economic

Through these activities, we aim to realize the SDGs promoted by the United Nations.

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