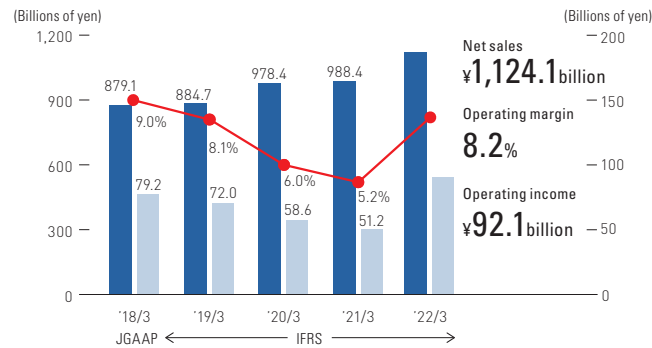


Financial & Non-financial Highlights

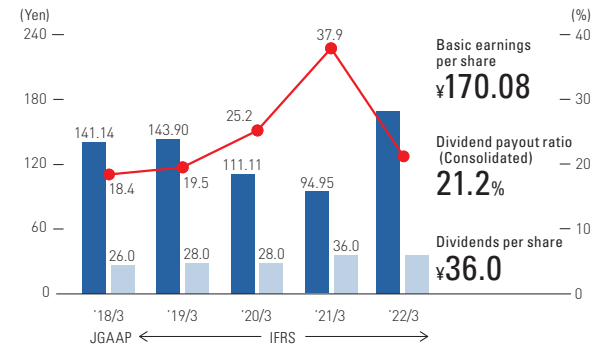
Financial highlights

Net sales, operating income and operating margin



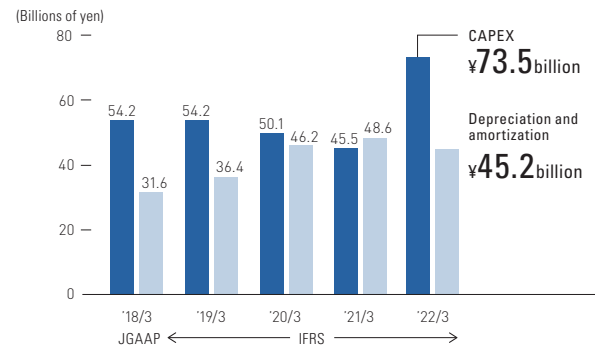
In order to realize a further increases in profitability, we have been concentrating on cutting costs, creating high-value-added products, developing new technologies, and enhancing our marketing promotion that has resulted in record high net sales and operating income. Since the fiscal year ended March 2014, we have achieved record highs for net sales, i.e. nine consecutive years.

EPS and dividends



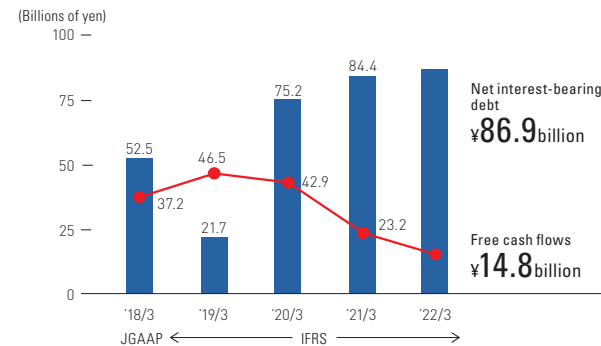
As a result of our efforts to return profits to shareholders at a level that better reflects business performance, the dividends for the fiscal year ended March 2022 has been set at 36 yen per share. The year-end dividend will be 18 yen per share, which represents an increase of 4 yen from the 14 yen per share paid in the previous fiscal year, excluding the commemorative dividend of 8 yen per share.

CAPEX, depreciation and amortization



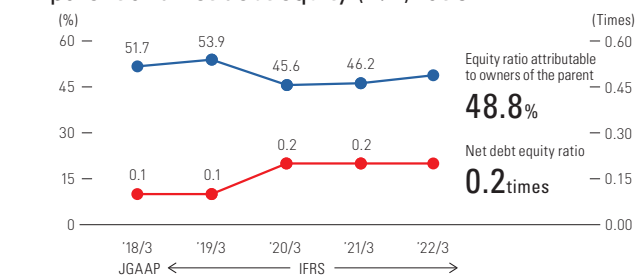
CAPEX was incurred mainly due to investments undertaken to strengthen operations in the Machined Components and the MITSUMI business.
* CAPEX in the fiscal year ended March 2022 includes a portion of acquisition expenses for the new Tokyo Headquarters building (MinebeaMitsumi Tokyo XTech Garden).

Net interest-bearing debt and free cash flows



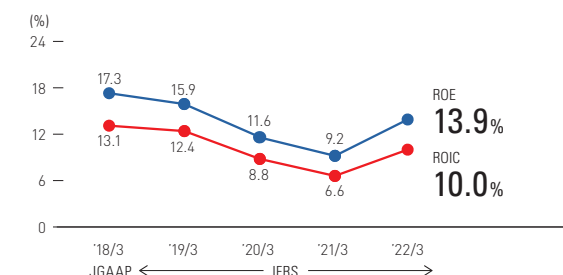
While maintaining free cash flow generation at a high level, net interest-bearing debt increased due to an increase in working capital and the purchase of treasury stock.

Equity ratio attributable to owners of the parent and net debt equity (D/E) ratio



The equity ratio attributable to owners of the parent improved from the previous year, while the net debt equity ratio remained at the same level maintaining financial discipline.

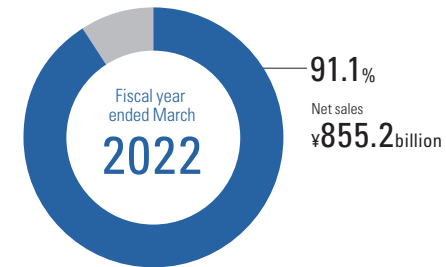
ROE and ROIC



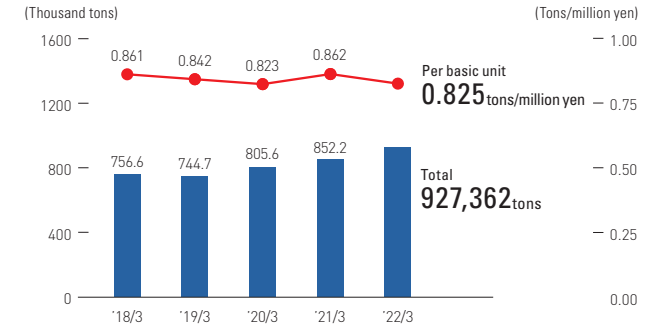
Both ROE and ROIC have improved significantly year-on-year due to the recovery of profitability, and are approaching the levels before the COVID-19 pandemic.

Non-financial highlights

Percentage of net sales of Green Products

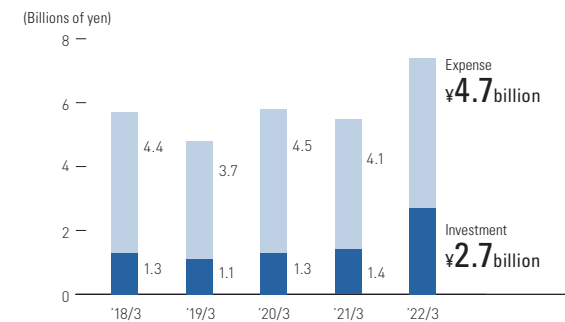


The net sales of Green Products in the fiscal year ended March 2022 amounted to 855.2 billion yen, which was 91.1% of the total net sales (excluding products that cannot be designed in-house).

CO₂ equivalent greenhouse gas emissions

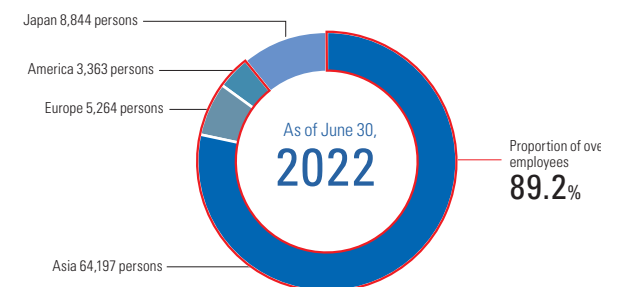
Since greenhouse gases are considered to be a cause of climate change issues, we examine total emissions and emissions per unit sales. In the fiscal year ended March 2022, our greenhouse gas emissions increased 8.8% in total volume and decreased 4.3% per unit sales, in comparison with the previous fiscal year.

Environmental conservation costs



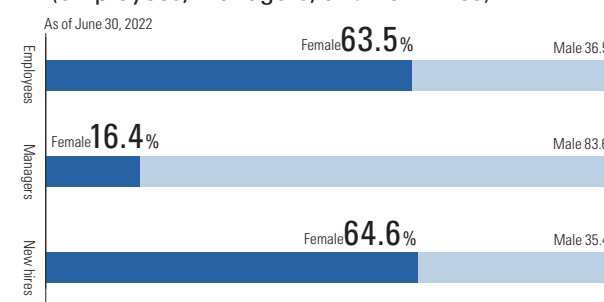
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment. We incurred 7.4 billion yen in environmental conservation costs which encompassed investment and expense combined in the fiscal year ended March 2022.

Number of employees by region



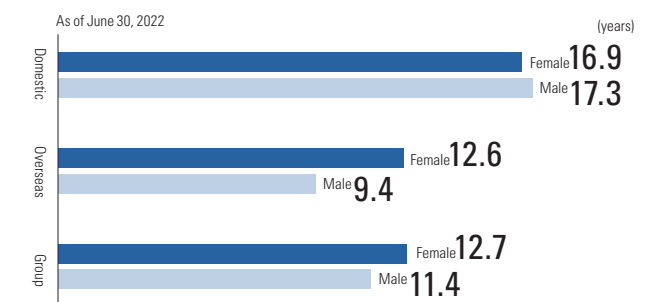
The Group's ratio of overseas employees is as high as 89.2% given that some 70% of its net sales are generated outside of Japan and roughly 90% of its production takes place abroad.

Proportion of female employees (employees, managers, and new hires)



We have been creating workplace environments where our diverse group of employees is able to maximize their talents. This involves promoting the empowerment of diverse employees with the aims of creating new values and competitiveness. Female accounted for 63.5% of our employees and 16.4% of our managers as of June 30, 2022.

Average of working years by gender



The average years of service for female employees of the overall Group is high, and there are no substantial gender differences in that regard. As such, we are taking steps to develop workplace enhancements where possible to support working families.