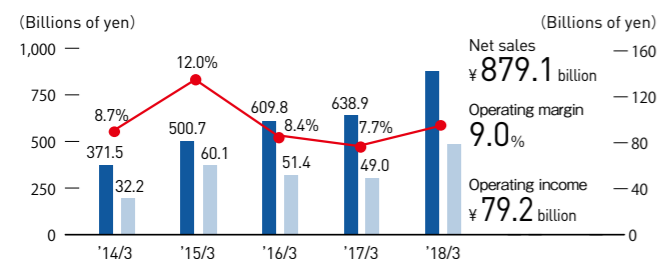


Chapter I Value Creation Story of MinebeaMitsumi

Financial and Non-financial Highlights

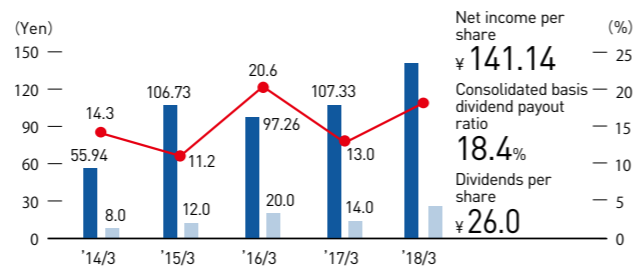
Financial highlights

Net sales, operating income and operating margin



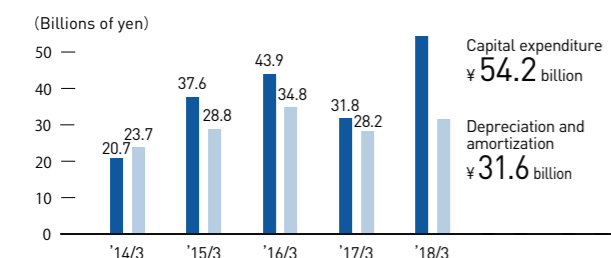
Both net sales and operating income hit record highs by a significant margin due to a substantial contribution from MITSUMI business along with strong performance of our main products.

Net income per share and dividends



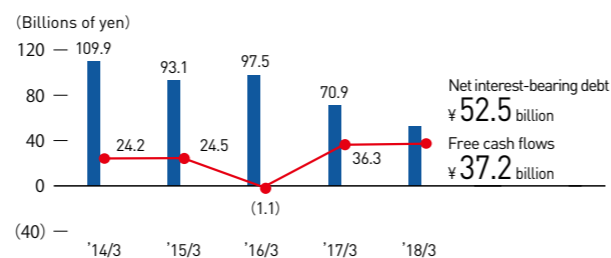
Dividends for the fiscal year ended March 2018 were increased to 26 yen, an increase of 12 yen in comparison with the previous fiscal year, as a result of efforts to provide shareholder returns at levels that better reflect business performance.

Capital expenditure, depreciation and amortization



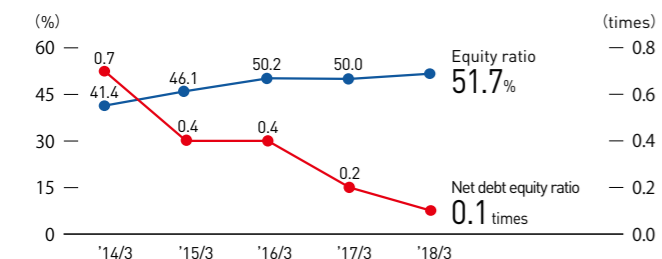
Capital expenditure increased particularly due to investment undertaken to strengthen operations of the MITSUMI business, and was also accompanied by an increase in depreciation and amortization.

Net interest-bearing debt and free cash flows



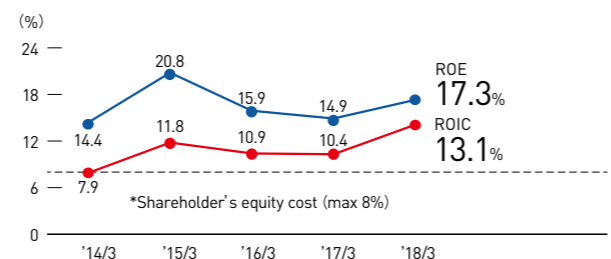
Free cash flows held to high levels and net interest-bearing debt further decreased, despite increasing capital expenditure and other negative factors.

Equity ratio and net debt equity ratio



Financial position was bolstered by year-on-year improvement with respect to both the equity ratio and net debt equity ratio.

ROE and ROIC



We have been heightening corporate value while increasing capital efficiency, amid a situation where we achieved a 2.4 percentage point year-on-year increase in ROE largely due to profit growth and share buyback, and maintained a capital structure whereby its ROIC exceeds its shareholder's equity cost (max).

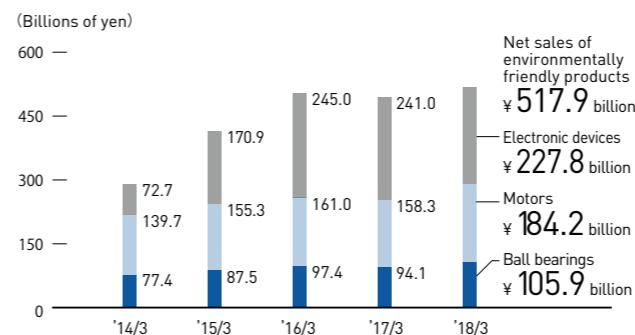
As of March 31, 2014 (Billions of yen)		As of March 31, 2018 (Billions of yen)	
Cash and deposits	38.6	Cash and deposits	104.9
Notes and accounts receivable	74.3	Notes and accounts payable	98.3
Inventories	63.7	Notes and accounts receivable	167.1
Other assets	13.1	Other liabilities	78.8
Fixed assets	191.6	Interest-bearing debt	157.4
Total assets	381.3	Inventories	150.1
		Other assets	21.8
		Fixed assets	263.9
		Total net assets	373.3
		Total assets	707.8

The balance sheet improved substantially due to our capacity to generate cash flows underpinned by its favorable business performance. In comparison with March 31, 2014, whereas net interest-bearing debt has more than halved, net assets have increased substantially while the equity ratio and other financial indicators have also improved.

Going forward, premised on the notion of maintaining financial discipline, cash generated will be used to strengthen our financial position and provide shareholder returns, with top priority having been placed on growth investment including M&As.

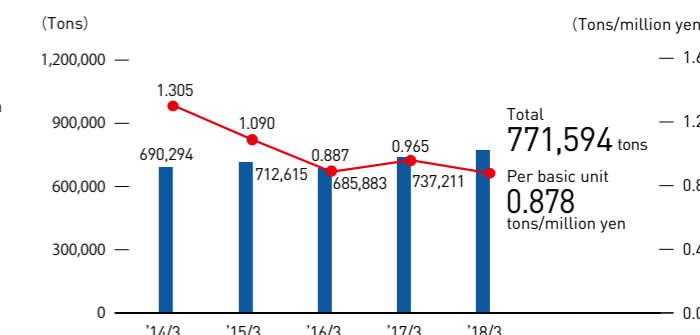
Non-financial Highlights

Net sales of environmentally friendly products



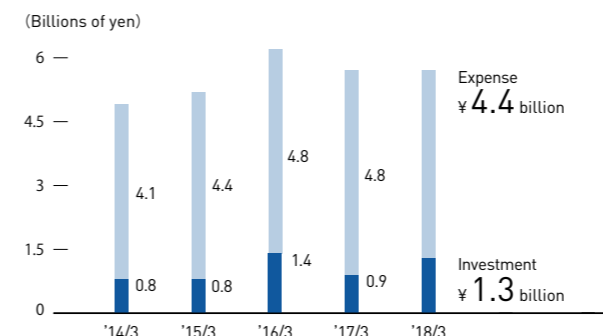
MinebeaMitsumi's environmentally friendly products include our ball bearings, motors and electronic devices (LED lighting-related) that contribute to achieving energy savings, high efficiency and long product life. In the fiscal year ended March 2018, total net sales in those three product categories amounted to 517.9 billion yen, accounting for 58.9% of our overall net sales.

CO₂ emissions



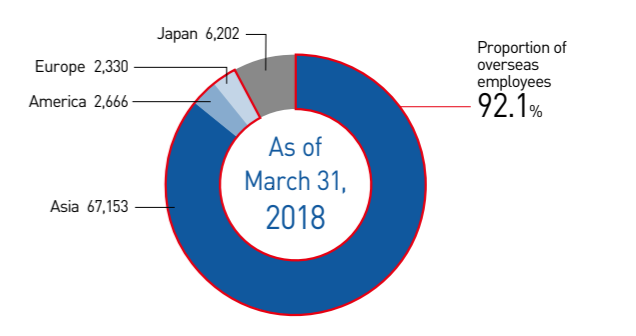
We address the matter of CO₂ emissions related to global warming both in terms of total volume and per basic unit of output. Our CO₂ emissions per basic unit of output have been trending lower over the medium to long term, although in the short-term such initiatives are prone to effects of foreign exchange and other such factors. In the fiscal year ended March 2018, our CO₂ emissions amounted to 0.878 tons/million yen, on a per basic unit of output basis.

Environmental conservation costs



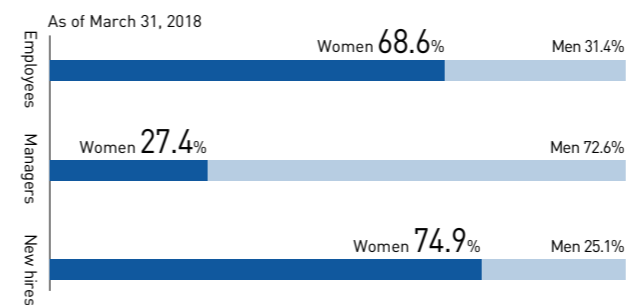
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment. We incurred 5.7 billion yen in environmental conservation costs which encompassed investment and expense combined in the fiscal year ended March 2018.

Number of employees by region



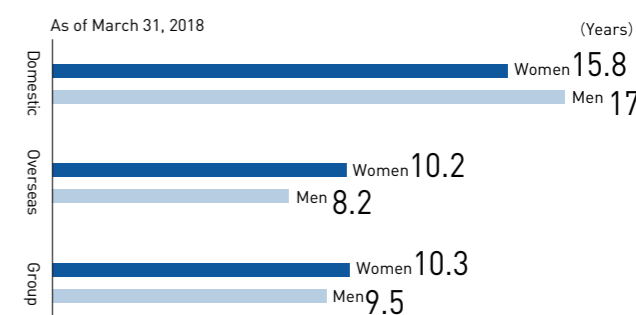
The Group's proportion of employees based overseas is high at 92.1% given that some 70% of its net sales are generated outside of Japan and roughly 90% of its production takes place abroad.

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 our female employees with the aims of creating new values and competitiveness. Women accounted for 68.6% of our employees and 27.4% of our managers as of March 31, 2018.

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 environments where it is possible for employees to continue working after having taken childcare leave.