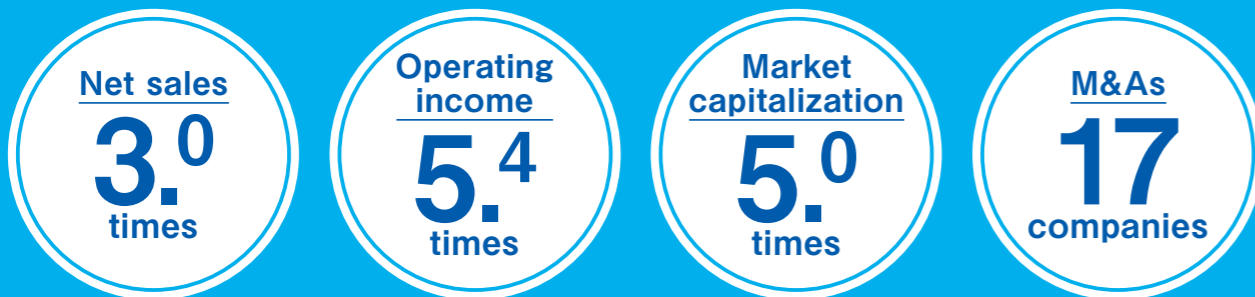


To be a company with net sales of **¥2.5 trillion** and

operating income of **¥250.0 billion** over next 10 years

Track record for last 10 years



Targets for next 10 years



Over the past ten years since 2009, MinebeaMitsumi has overcome headwinds such as the 2008 Global Financial Crisis, Thailand floods, the Great East Japan Earthquake and the strong Thai baht, and was able to grow substantially from net sales of 230 billion yen to clearly reaching a peak of 1 trillion yen. All businesses became profitable including the motor division, which had recorded losses for a long period of time. Organic growth of 270 billion yen was achieved and profitability was bolstered with a 5.4 fold increase in operating income. Additionally, in the M&As of 17 companies, outflow of cash was minimized by assessing reasonable prices and methods with a focus on business integration with MITSUMI ELECTRIC CO., LTD. by share exchange and business integration with U-Shin Ltd. by takeover bid, and as a result, growth of 500 billion yen was realized. These have been ten years where we have reinforced our foundation to make further strides with both organic growth and M&As.

In the next ten years, we will thoroughly refine and reinforce the Eight Spears core business that we have refined thus far, proceed with developing new products and new markets through INTEGRATION*, and accelerate organic growth. Additionally, we will proactively promote M&As in the core business of Eight Spears and fields where we can expect synergy, and aim for speedy and dynamic growth. We will decrease volatility of performance and realize sustainable growth through significantly shifting to core businesses in our portfolio. Additionally, we will increase our presence in the housing equipment, medicine and infrastructure markets by providing new solutions through INTEGRATION, and further contribute to solving social issues. MinebeaMitsumi is continuing to challenge, aiming to be the world's mightiest INTEGRATION manufacturer of precision components with net sales of 2.5 trillion yen and operating income of 250 billion yen.

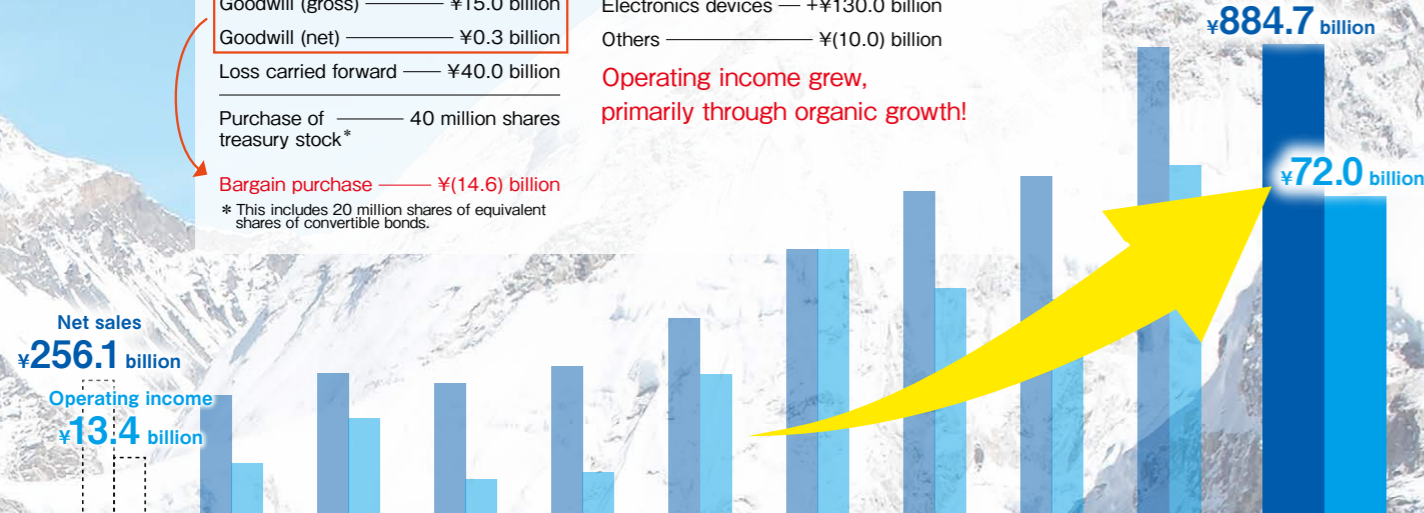


Significant growth due to dual factors of organic growth and M&As.

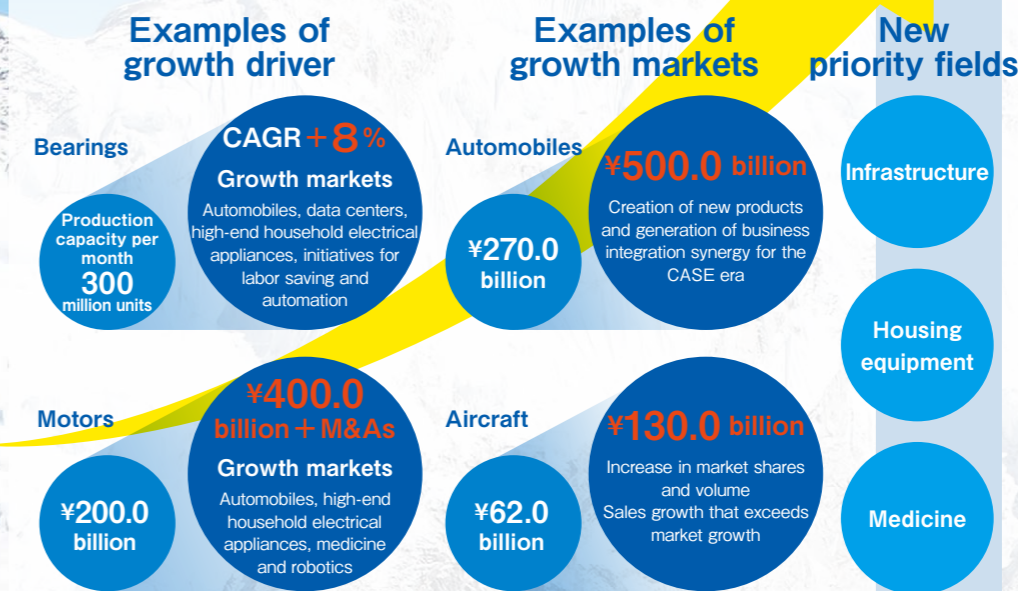
M&As +¥500.0 billion	Organic growth +¥270.0 billion
Used cash — ¥58.0 billion	Machined components — +¥55.0 billion
Increased shares — 48 million shares	Motors — +¥95.0 billion
Goodwill (gross) — ¥15.0 billion	Electronics devices — +¥130.0 billion
Goodwill (net) — ¥0.3 billion	Others — ¥(10.0) billion
Loss carried forward — ¥40.0 billion	
Purchase of treasury stock* — 40 million shares	
Bargain purchase — ¥(14.6) billion	

Operating income grew, primarily through organic growth!

* This includes 20 million shares of equivalent shares of convertible bonds.



Organic growth ¥800.0 billion + M&As ¥500.0 to ¥800.0 billion



Eight Spears and strategic market Pages 15 to 16

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

10 years ago (fiscal year ended March 2009)

Present (fiscal year ended March 2019)

After 10 years (fiscal year ending March 2029)

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