

# Chapter I Value Creation Story of MinebeaMitsumi

## Toward Sustainable Growth

### INTEGRATING core business and various technologies to realize sustainable growth while contributing to solutions for social issues

MinebeaMitsumi has been reinforcing core business through the combination of accumulated non-financial capital and financial capital, proceeding with diversification, and creating new value through the INTEGRATION.

Going forward, we will continue initiatives for sustainable growth by recognizing ESG issues based on their opportunities and risks, focusing on the level of the specified **materialities**, and utilizing our unique strengths. We will also set a long-term quantitative target of 2.5 trillion yen in net sales and 250 billion yen in operating income and aim to provide useful value to our customers around the world by contributing to **SDGs**.

**Mega trends**  
Environmental and social issues  
(Business opportunities)

**E: Environment**

- Global warming
- Biodiversity
- Energy crisis
- Resource depletion
- Natural disasters

**S: Social**

- Enhancement of information security
- Development of AI and IoT society
- Growth of the global population
- Food crisis
- Declining birthrate and aging population in developed countries
- Widening disparity

**Materialities and SDGs**

Creation of a work environment where all employees can give their utmost effort

- 1** Ensuring employee safety and health **S**
- 2** Creating positive and rewarding work environments **S**
- 3** Human resources development worldwide **S**
- 4** Diversity promotion worldwide **S**

Creation of new value that contributes to the development of society

- 5** Creating environmentally friendly products **E**
- 6** Contributing to dialogue with and the development of local communities **S**
- 7** Creating solutions to social issues **S**

Stable supply of precision components supporting society

- 8** Providing safe and reliable products **S**
- 9** Practicing responsible procurement **S**
- 10** Reinforcing risk management **G**

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**Unique strengths and non-financial capital**

Strengths I  
Reinforcing Core Businesses

Strengths II  
Diversified Niches

Strengths III  
Generating Synergies through the INTEGRATION

Instrumental capital

Human capital

Intellectual capital



**Vision for MinebeaMitsumi through the fiscal year ending March 2029**

**Quantitative targets**



**Basic strategies for next 10 years**

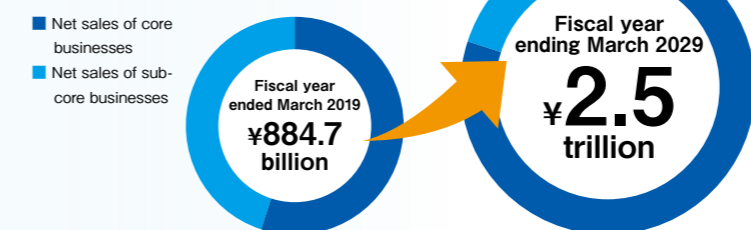
Becoming the world's mightiest INTEGRATION manufacturer of precision components with our new Eight Spears

1. Change to new Eight Spears	3. Cultivate new markets
2. Launch new products	4. Pursue active M&As

+ Digitalization

Human resources development (including training successors) + shareholder return maintaining financial discipline

We will shift to core businesses, and managing both the decreasing of volatility of performance and improvement of risk management



We will continue to take on challenges in order to resolve social issues as an Electro Mechanics Solutions™ Provider.

**G: Governance**

- Ensuring management transparency
- Enhancing capital efficiency
- Anti-bribery and anti-corruption
- Strengthening Group governance

**The Five Principles**

- Be a company where our employees are proud to work
- Earn and preserve the trust of our valued customers
- Respond to our shareholders' expectations
- Work in harmony with the local community
- Promote and contribute to global society

At the heart of our company credo, **The Five Principles**, is a commitment to engaging our stakeholders in dialogue and ensuring management transparency. This spirit is part of our corporate DNA and passing it down to future generations will support sustainable growth.