

Introduction

MinebeaMitsumi's resilience has overcome numerous adversities

MinebeaMitsumi engages in business practices extending across product development, human resources development, and production based on its spirit of sustainability in terms of perpetuating the enterprise.

We have been achieving growth while overcoming numerous adversities in order to bring about sustainable management. These efforts have been underpinned by our corporate philosophy, "To contribute to society by 'Producing better products, with faster speed, in larger numbers, at lower cost and by smarter means'" and "The Five Principles" basic management policy for ensuring achievement of the corporate philosophy (refer to page 4).

Up to this point MinebeaMitsumi has been taking advantage of opportunities to tap strengths that give rise to growth, without having succumbed to adversities such as the 2008 Global Financial Crisis, Thailand floods, or the Great East Japan Earthquake.

As for the Thailand floods, we managed to overcome the crisis through efforts that enlisted our top management in spearheading on-site efforts as flood waters approached our core factories and rallied a miraculous level of teamwork that involved building a "miracle embankment" put in place by local employees who worked day and night piling up sandbags to protect the factories.

We have been taking an approach whereby top management and local employees join forces in painstakingly taking action to address crises, rather than fleeing impending threats. That approach has taken hold among our 100,000 employees worldwide.

Resilience stands for flexible strength that enables us to recover despite external challenges outside our control. MinebeaMitsumi has achieved further growth by drawing on its experience of addressing adversity.

Fiscal year ending March 2029

Aiming at net sales of
¥2.5 trillion and
operating income of
¥250 billion

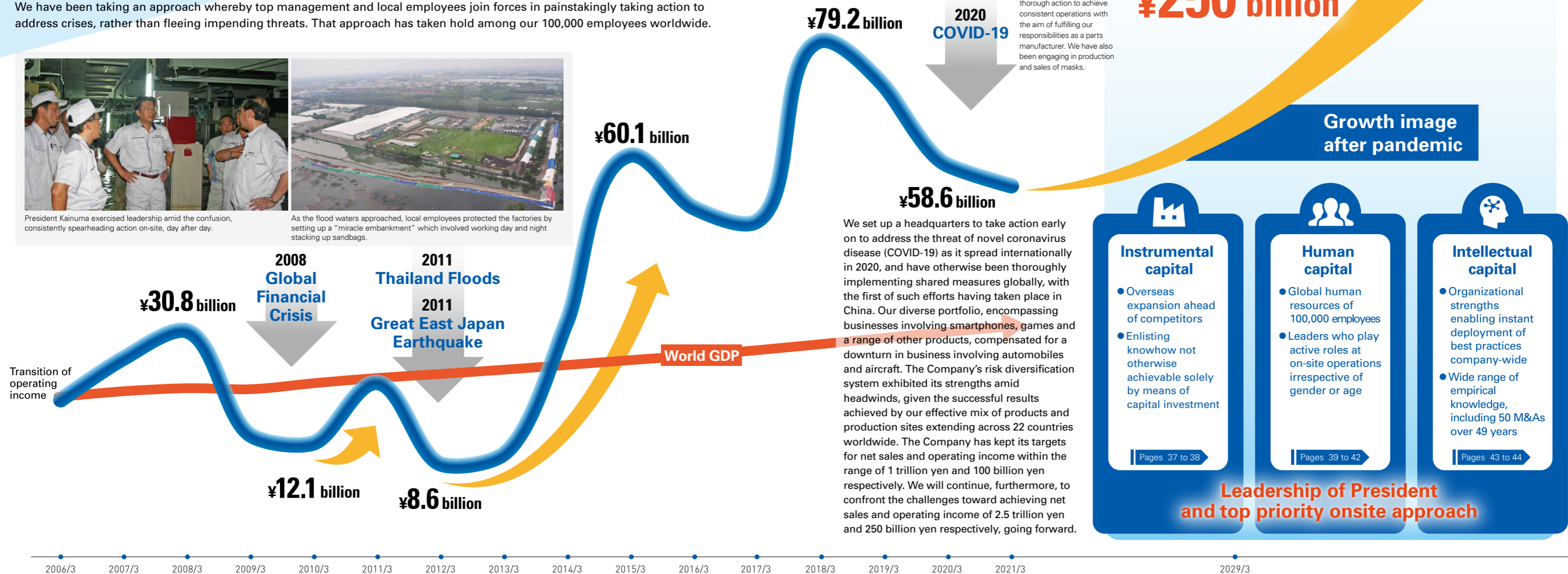


We have been taking thorough action to achieve consistent operations with the aim of fulfilling our responsibilities as a parts manufacturer. We have also been engaging in production and sales of masks.



President Kainuma exercised leadership amid the confusion, consistently spearheading action on-site, day after day.

As the flood waters approached, local employees protected the factories by setting up a "miracle embankment" which involved working day and night stacking up sandbags.



We set up a headquarters to take action early on to address the threat of novel coronavirus disease (COVID-19) as it spread internationally in 2020, and have otherwise been thoroughly implementing shared measures globally, with the first of such efforts having taken place in China. Our diverse portfolio, encompassing businesses involving smartphones, games and a range of other products, compensated for a downturn in business involving automobiles and aircraft. The Company's risk diversification system exhibited its strengths amid headwinds, given the successful results achieved by our effective mix of products and production sites extending across 22 countries worldwide. The Company has kept its targets for net sales and operating income within the range of 1 trillion yen and 100 billion yen respectively. We will continue, furthermore, to confront the challenges toward achieving net sales and operating income of 2.5 trillion yen and 250 billion yen respectively, going forward.

Leadership of President and top priority onsite approach

Instrumental capital

- Overseas expansion ahead of competitors
- Enlisting knowhow not otherwise achievable solely by means of capital investment

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Human capital

- Global human resources of 100,000 employees
- Leaders who play active roles at on-site operations irrespective of gender or age

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Intellectual capital

- Organizational strengths enabling instant deployment of best practices company-wide
- Wide range of empirical knowledge, including 50 M&As over 49 years

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