

5. Toward Sustainable Growth

We will persist with business operations under any and all circumstances firmly underpinned by our management foundation and risk management.

Underpinned by the instrumental, human, and intellectual capital it has amassed, the Company has been taking steps to establish robust management foundations that are not susceptible to risk, by accordingly strengthening its core businesses, diversifying operations, and promoting global production.

The Company has also been creating new value through INTEGRATION of such elements.

Meanwhile, going forward, we will seek solutions to social issues centered on **material issues** from the perspective of environmental, social, and governance aspects of business on the basis of our corporate philosophy. We will furthermore aim to achieve sustainable growth by providing beneficial value to our customers around the world, having set long-term quantitative targets seeking net sales of 2.5 trillion yen and operating income of 250 billion yen.

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
- Pandemic (spread of infections)

Material issues (Materiality)

Creating environments where all employees can demonstrate their maximum capabilities

- 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**
- Creating 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**
- Ensuring stable supplies of the precision products that support society
- 8 Providing safe and reliable products **S**
 - 9 Practicing responsible procurement **S**
 - 10 Reinforcing risk management **G**

Material issues Page 46

Management foundation and risk management

Instilling the corporate philosophy

Group governance

Succession planning, etc. Business and other risks Pages 61 to 62

Value Creation Model



Non-financial capital to build up strength

Instrumental capital

- Vertically-integrated manufacturing
- Global operation
- Accumulated manufacturing knowhow

Instrumental capital Pages 37 to 38

Human capital

- Global human resources
- Women's empowerment
- Skilled workers/engineers

Human capital Pages 39 to 42

Intellectual capital

- Ultra-precision machining technology
- Comprehensive manufacturing, engineering, development, and sales capability
- M&A capability/PMI

Intellectual capital Pages 43 to 44

Basic strategies for next 10 years

Becoming the world's precision components

1. Change to new Eight Spears
 2. Launch new products
- + Digitalization

Human resources development (including training successors)

mightiest INTEGRATION manufacturer of with our new Eight Spears

3. Cultivate new markets
4. Pursue active M&As

+ shareholder return maintaining financial discipline

Vision for MinebeaMitsumi through the fiscal year ending March 2029

Quantitative targets



Non-financial targets



Business portfolio

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

