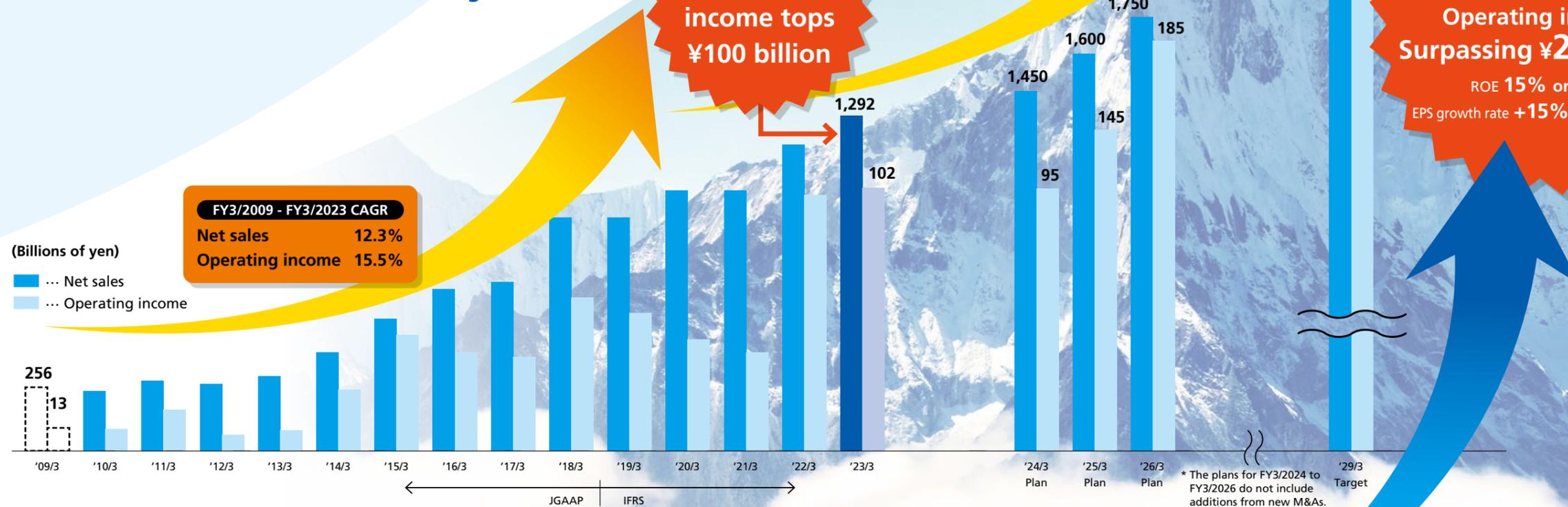


Introduction

Net sales of 2.5 trillion yen, operating income of 250 billion yen within range

Achieved record-high net sales for a 10th consecutive year!

100th anniversary
Sustainability as a company
×
Sustainability for the earth and society



CONTENTS

- Introduction — 1
- Chapter I
CEO's Message / COO's Message / CFO's Message — 3
- Chapter II Value Creation Story of MinebeaMitsumi — 17
- Chapter III Activities for Value Creation — 35
Strategies by Business/Human Capital, Manufactured Capital, and Intellectual Capital/Post Merger Integration Interview/Promotion of AI & DX
- Chapter IV Initiatives to Support Value Creation — 57
Initiatives for the Environment, Initiatives for Society, New President and Female Directors in Roundtable Discussion, Corporate Governance

Drivers of accelerated growth

Real operating margin to reach 15% level thanks to product mix improvement!



Organic growth

FY3/2009 → FY3/2023
Approx. ¥340 billion

FY3/2023 → FY3/2029
Approx. ¥800 billion

Securing high profitability as the global niche top in growth markets

- Bearings**: Growth in market share and demand centered around automobiles and data centers
- Analog semiconductors**: Drive growth by power semiconductors (IGBT, SiC) and analog front-end circuits
- Motors**: Top-line growth and increased profitability powered by content growth
- Access products**: Improve profitability through market recovery and the effects of integrating structural reform
- INTEGRATION products**: Active roll out of new products that dominate the market (ex. HVAC LIN)

Growth through M&A

FY3/2009 → FY3/2023
Approx. ¥700 billion

FY3/2023 → FY3/2029
Approx. ¥350 billion to ¥650 billion

- Accumulated PMI expertise
- Global platform
- Financial soundness further enabling speedy growth

M&A principles

- M&As that can strengthen the "Eight Spears" of our existing core businesses and/or provide INTEGRATION
- Only agree to an appropriate price

Utilizing the Tokyo X Tech Garden

Securing talented human resources
Tempering the "Eight Spears" of our core businesses
Thoroughly pursuing technological synergies

Further strengthening non-financial capital underpinning business growth while prompting INTEGRATION of people and knowledge

- Human capital
- Manufactured capital
- Intellectual capital

Reinforcing management structure

Attaining sustainable growth and increasing operational speed

Gradually implementing division of roles for strategy and execution toward the next generation

Succession

Developing management professionals who will take charge in the next generation