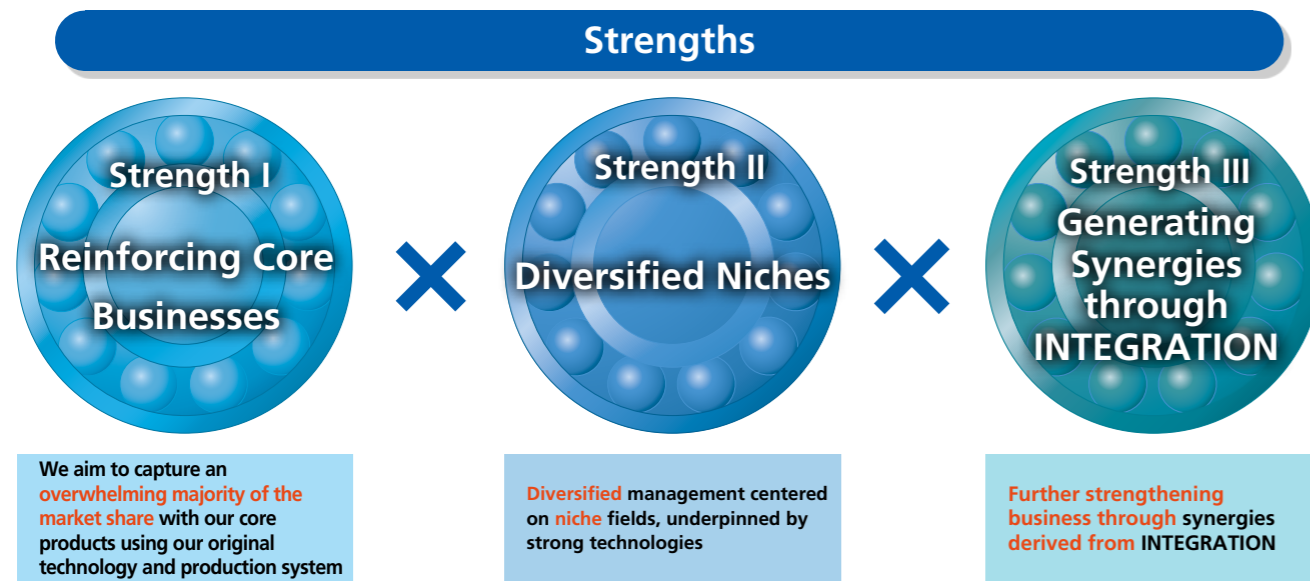


## Value Creation Model of MinebeaMitsumi

### Sustainable growth based on three strengths and non-financial capital

MinebeaMitsumi's Strengths Pages 25 to 26



### OUTPUT

Developing products and supplying components that contribute to resolving social issues

MinebeaMitsumi At a Glance Pages 17 to 18

### Value

Corporate activities themselves contribute to resolving social issues and developing a sustainable society

- ▶ Accelerate growth in core businesses that are vital for resolving social issues
- ▶ Further deepening core technologies to meet the world's demand for "high voltage, high current, high frequency, and high speed"

#### Business value / Economic impact

- Environmentally friendly products that support manufacturing around the world
- Achieve and maintain the world's No.1 market share and the world's smallest and thinnest technology
- High operating margin
- Ability to generate cash backed by high earning power
- Return on equity (ROE)
- Return on invested capital (ROIC)



#### Social value / Social impact

- Contribution to the global environment through our products
- Social trust through provision of high-quality products and fair trade
- Mass production with minimum environmental impact
- Contribution to technological innovation through cutting-edge technology
- Diversity in talents
- Employment and employee training in emerging countries



### INPUT



### Fundamental philosophy

#### Corporate philosophy

To contribute to realization of a sustainable, eco-friendly and prosperous society by providing better products, at a faster speed, in larger numbers, at a lower cost and by smarter means.

Details of corporate philosophy Page 27