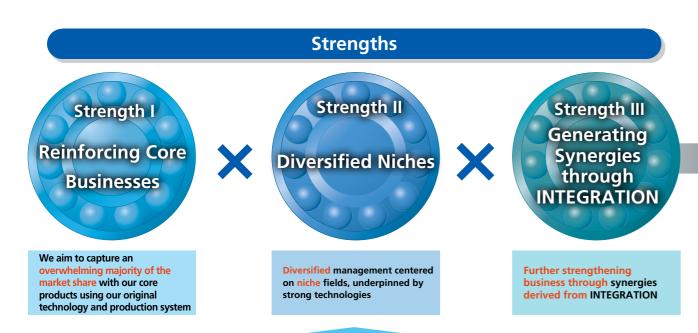
Value Creation Model of MinebeaMitsumi

Sustainable growth based on three strengths and non-financial capital

MinebeaMitsumi's Strengths Pages 25 to 26 (2)



INPUT

Manufactured capital Intellectual capital Human capital Vertically-integrated Global talents Ultra-precision machining manufacturing Skilled workers/engineers technology Comprehensive manufacturing, Global operation Diversity of talents Accumulated manufacturing engineering, development, and knowhow sales capability M&A capability/PMI Manufactured capital Pages 49 to 50 () Human capital Pages 45 to 48 () Intellectual capital Pages 51 to 52 () **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 ()

MinebeaMitsumi's three strengths are "Reinforcing Core Businesses," "Diversified Niches," and "Generating Synergies through INTEGRATION."

By combining these three strengths and creating synergies, we have created economic value as well as environmental and social value, and have accumulated financial and non-financial capital.

By leveraging these synergies and further refining our three strengths, we will contribute to resolving social issues and aim to achieve sustainability as a company as well as sustainability for the earth and society.

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
- Employment and employee training in emerging countries















MinebeaMitsumi Group Integrated Report 2023 **24** 23 MinebeaMitsumi Group Integrated Report 2023