

## To Our Shareholders

### The 78th Business Year Interim Business Report

April 1, 2023 ► September 30, 2023

MinebeaMitsumi Inc.

Securities Code 6479

## CEO's Message

# Accelerating growth as the world's only “INTEGRATION manufacturer of precision components” Helping to resolve social issues through INTEGRATION of global niche top products

I would like to thank all our shareholders for their support. During the fiscal year ended March 2023, we achieved record highs across the board in net sales, operating income, and profit for the year, with net sales having attained a record high for ten consecutive years. Despite unforeseen circumstances that included lagging recovery in the automotive market and slowdown in data storage-related business, we managed to achieve our 100 billion yen operating income target due in part to one-time gains associated with M&As and gain on sale of the former Tokyo Head Office.

Given that my mission was that of (1) maximizing share value and (2) laying a solid foundation for our 100th anniversary back when I assumed the position of CEO in April 2009, we set challenging targets for the fiscal year ending March 2029 of net sales and operating income of 2.5 trillion yen and 250 billion yen, respectively, which is emblematic of our commitment to growth underpinned by our belief that “sustainability is the essence of management.” Net sales amounted to 230 billion yen 14 years ago and have grown to approximately 1.3 trillion yen for the fiscal year ended March 2023. Meanwhile, we anticipate sales of 1.8 trillion yen through organic growth alone under the Midterm Business Plan. We believe that achieving net sales of 2.5 trillion yen is by no means an impossible feat given our pace of growth thus far combined with M&As.

We have also striven to maximize profits and manage risk while pursuing continuous growth and sustainability. As we expanded our business, we strengthened our risk mitigation system, which is multifaceted and covers business management, human resources and production, seeking synergies by “selection and concentration” strategies. Such business portfolios have given rise to the basis for a solid management framework capable of withstanding adversity and offering room for growth.

We conducted four M&A deals in areas that include connectors, access solutions, and semiconductors during the fiscal year ended March 2023, thereby paving the way for structural reform and finishing construction of a launch pad for a big leap enlisting the “Eight Spears” of our core businesses.

Although effects of the data center market, macroeconomic



Representative Director, Chairman CEO  
**Yoshihisa Kainuma**

A handwritten signature in black ink, corresponding to the name Yoshihisa Kainuma.

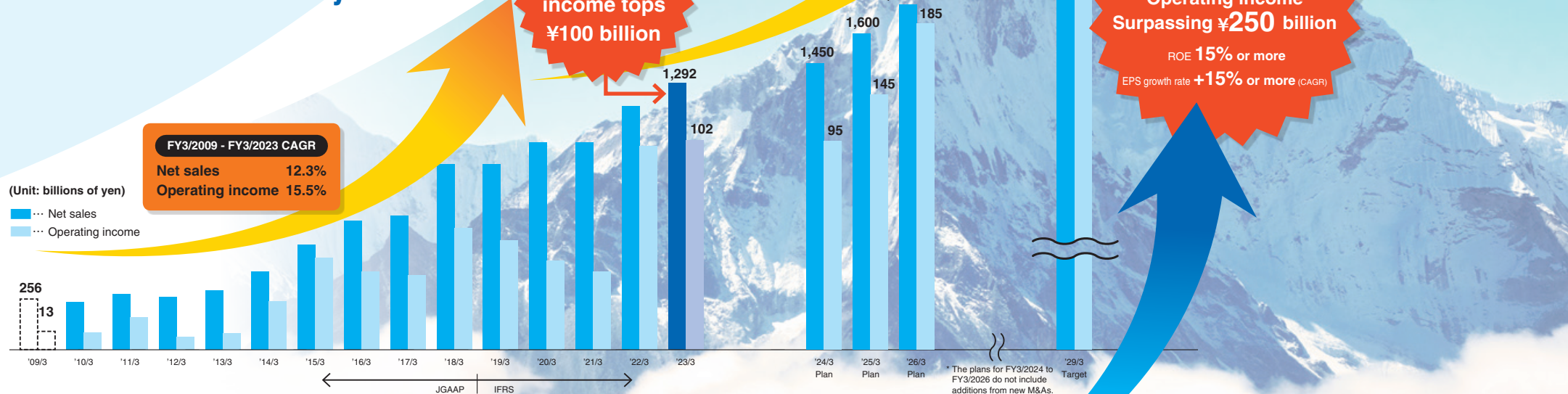
uncertainty, and market volatility are unavoidable over the short term, I am confident that the Eight Spears of core businesses we have built thus far will offset such effects, thereby enabling us to achieve the medium- to long-term growth targets currently in place. We look forward to your continuous support and guidance.

“INTEGRATION” means “combining” rather than “simple gathering” of the Company’s proprietary technologies to evolve the “Eight Spears” of our core businesses and to create new products in various fields through the INTEGRATION of our advanced technology.

## Long-term Management Goals

# 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!



## Drivers of accelerated growth

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

Constructing a launch pad to take a leap forward

Further momentum as a growth driver

Strengthening the base toward the next generation  
Swift momentum toward future growth

### 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
- Motors**: Top-line growth and increased profitability powered by content growth
- Analog semiconductors**: Drive growth by power semiconductors (IGBT, SiC) and analog front-end circuits
- 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

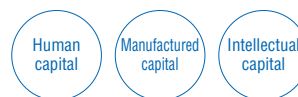
- Accumulated PMI expertise
- Global platform
- Financial soundness further enabling speedy growth

- 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

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

### Utilizing the Tokyo X Tech Garden

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



Attaining sustainable growth and increasing operational speed

### Reinforcing management structure

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

## Opened X TECH MUSEUM in Shiodome, Minato-ku, Tokyo

—A museum where elementary school students in the 5th grade and above can experience manufacturing technology—



On September 27, 2023, we opened the X TECH MUSEUM, a facility where visitors can experience manufacturing technology in MinebeaMitsumi Tokyo X Tech Garden, Tokyo Headquarters (Minato-ku, Tokyo).

The X TECH MUSEUM is an experiential corporate showroom geared toward elementary school students in the 5th grade and above, with the theme of “Technologies that support manufacturing around the world by utilizing the characteristics of MinebeaMitsumi.”

Forming the core of the exhibition are our products used in every aspect of our daily lives, although we rarely have the opportunity to see them, along with our ultra-precision machining technologies supporting the manufacturing of these products. In addition, the exhibition features displays about the laws of nature closely related to these products (friction, electricity/electronics, magnetism, and the properties of optical and radio waves).

The exhibition is designed to encourage awareness, interest, and curiosity regarding manufacturing. Through the seven zones of the exhibition, visitors can learn in an easy-to-understand manner while experiencing actual products and hands-on exhibits about how our products operate based on the laws and principles of nature that they learn in elementary school science classes, the mechanisms and structures of each component, and how they play a major role in society.

In order to strengthen the foundation for our 100th anniversary in 2051, we are proactively working on various initiatives, such as the resolution of social issues through our products, securing and developing talented human resources, while continuing to grow as an INTEGRATION manufacturer of precision components.

The X TECH MUSEUM was established as part of these initiatives with the intention of fostering as many future engineers and manufacturers as possible.

With the declining birthrate and aging population, and children becoming less interested in science and manufacturing in today's Japan, the X TECH MUSEUM will be widely used as an educational venue for out-of-school learning and other activities to promote interest, curiosity, and enquiry around manufacturing among children, especially those in the 5th grade of elementary school and above, who are the future leaders of Japan.

### Corporate Zone



A zone that exhibits MinebeaMitsumi's corporate philosophy, global development, digital timeline, etc.

### 01 X-SHIP



An X-SHIP theater which has you exploring MinebeaMitsumi components and overseas plants through immersive video.

### 02 X-ENERGY



A hands-on exhibition zone where you can learn about the laws of nature that are related to manufacturing at MinebeaMitsumi.

### 03 X-CORES



An exhibition zone showcasing MinebeaMitsumi's eight core businesses (Eight Spear products).

### 04 X-WORLD



An exhibition zone which introduces products incorporating MinebeaMitsumi parts in action everywhere around us.

### 05 X-FUTURE



An exhibition zone showcasing MinebeaMitsumi's efforts for the future solutions.

### 06 X-CORRIDOR



A zone with exhibits of the origins and history of MinebeaMitsumi's eight core businesses.

### 07 X TECH LAB

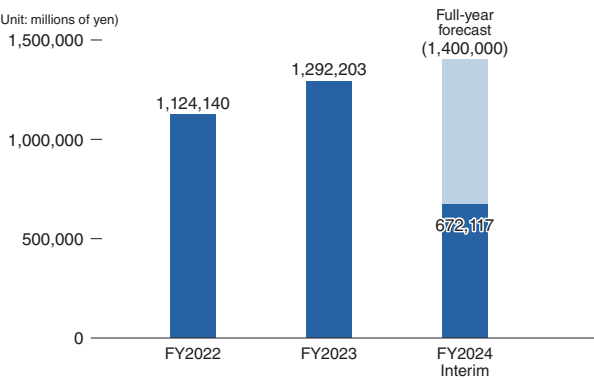


Laboratory (prototyping room and evaluation room) with visitor route to see the latest manufacturing technology through the window.

# Financial Highlights (Consolidated)

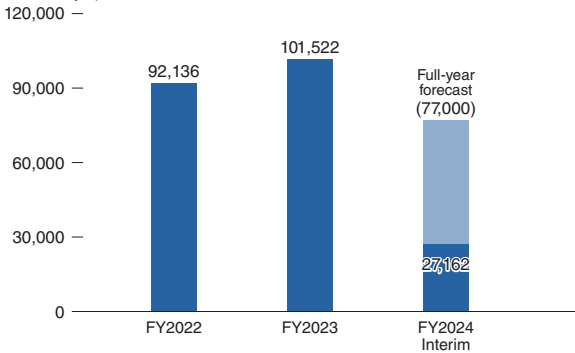
## Net Sales

(Unit: millions of yen)



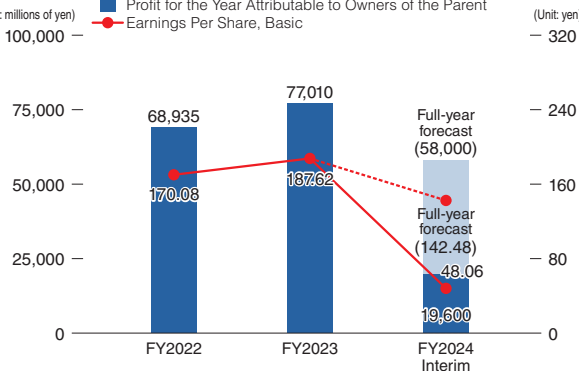
## Operating Income

(Unit: millions of yen)



## Profit for the Year Attributable to Owners of the Parent / Earnings Per Share, Basic

(Unit: millions of yen)



## Outlook for the current fiscal year

We have reviewed the full-year consolidated forecast according to currently available information and revised it as shown below based on the results from the fiscal half-year ended September 30, 2023 and the most recent situation.

(Unit: millions of yen)

Net sales	1,400,000
Operating income	77,000
Profit for the period attributable to owners of the parent	58,000

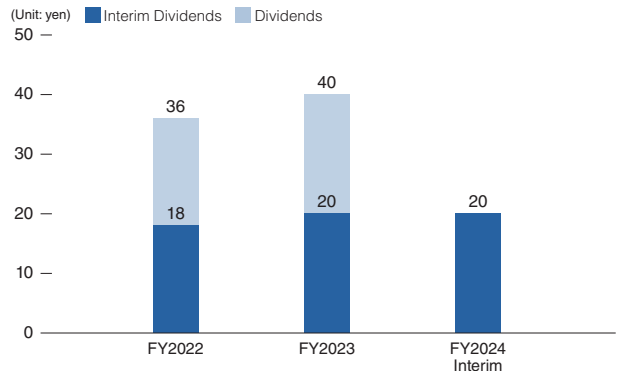
## Basic policy for profit sharing and dividend for the current fiscal year

Sharing profits with our Group's shareholders is first priority for MinebeaMitsumi (the "Company"). That is why its basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders. Dividends, while reflecting performance, are determined in light of the overall business environment and with an eye to maintaining a stable and continuous distribution of profits.

Based on the basic policy above, the interim dividend for the current fiscal year will be 20 yen per share. The year-end dividend is undecided, and while considering the results this fiscal year, the dividends payout ratio will be set at around 20%.

## Dividends

(Unit: yen)





## Share Information (as of September 30, 2023)

### Overview of Shares

Total Number of Shares Authorized	1,000,000,000 shares
Number of Shares Issued	427,080,606 shares
Number of Shareholders	28,990

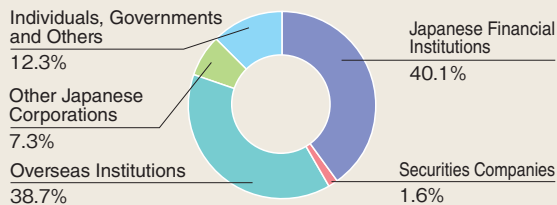
### Major Shareholders (Top 10)

	Number of Shares (shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	69,189,700	17.03
Custody Bank of Japan, Ltd. (Trust account)	31,199,298	7.68
Takahashi Industrial and Economic Research Foundation	15,447,330	3.80
Sumitomo Mitsui Trust Bank, Limited	15,413,900	3.79
Sumitomo Mitsui Banking Corporation	10,223,597	2.52
MUFG Bank, Ltd.	10,181,739	2.51
KEIAISHA Co., Ltd.	10,100,000	2.49
STATE STREET BANK CLIENT OMNIBUS OM04	9,702,782	2.39
SSBTC CLIENT OMNIBUS ACCOUNT	9,032,470	2.22
BNYM AS AGT/CLTS NON TREATY JASDEC	7,344,550	1.81

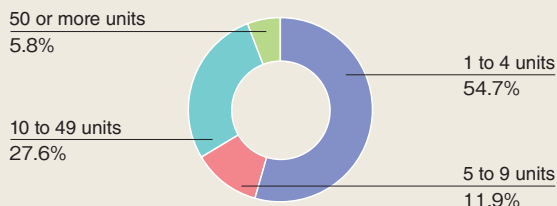
Notes: 1. The Company holds 20,712,130 shares of treasury stock, and is excluded from the major shareholders list above.

2. Shareholding ratio is calculated exclusive of treasury stock.

### Distribution of Shareholders by Investor Type



### Distribution of Number of Shareholders by Number of Shares Held



## Information for Shareholders

Business Year	From April 1 to March 31 of next year
Ordinary General Meeting of Shareholders	June every year
Shares per Unit	100 shares
Record Date	Ordinary General Meeting of Shareholders March 31 every year
To Be Eligible to Receive a Dividend	Year-end Dividends March 31 every year Interim Dividends September 30 every year
Stock Transfer Agent and Account Management Institution for Special Accounts (Mailing Address)	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Department 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan
(Telephone Inquiries)	☎ 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)
(URL)	<a href="https://www.smtb.jp/personal/procedure/agency/">https://www.smtb.jp/personal/procedure/agency/</a>
(FAQ)	<a href="https://faq-agency.smtb.jp/?site_domain=personal">https://faq-agency.smtb.jp/?site_domain=personal</a>
Public Notice	Public notice by the Company shall be carried out by way of electronic public notice. ( <a href="https://www.minebeamitsumi.com/">https://www.minebeamitsumi.com/</a> ) Provided, however, when the Company is unable to carry out public notice by way of electronic public notice due to an accident or unavoidable reason, it shall be given in the Nihon Keizai Shimbun.
Common Stock Listings	Tokyo

### [Shareholders' Inquiries and Notifications Concerning Matters Such as Change of Address]

Shareholders whose shares are recorded in <b>the account at a securities company</b>	Please contact the securities company.
Shareholders whose shares are recorded in <b>the special account</b>	For details of the procedures, please contact the Stock Transfer Agency Business Planning Department of Sumitomo Mitsui Trust Bank, Limited.