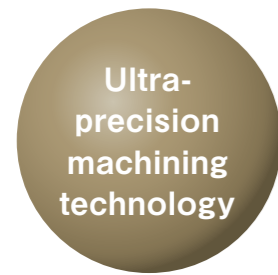


Chapter I Value Creation Story of MinebeaMitsumi



We aim to capture an **overwhelming majority of the market share** with our core products using our original technology and production system



Ultra-high quality, highly competitive pricing capability, and swift and unrivalled supply capability

Based on the ultra-precision machining technology we have developed in ball bearings, we develop the world's smallest and thinnest products.

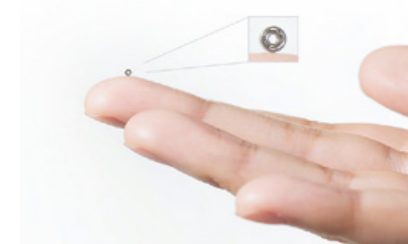
Vertically integrated manufacturing enables us to achieve both "ultra-precision machining technology" and "mass production."

Overseas production ratio of 90%. Overseas production not only reduces costs, but also reduces logistics costs and disperses risks posed by disasters, conflicts, etc. It also enables us to develop diverse human resources.

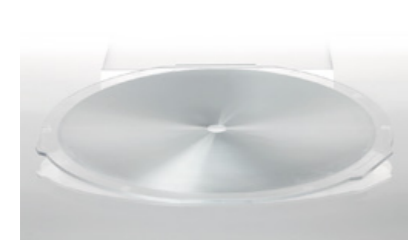
High market share in fields requiring high precision and quality

The Company's ultra-high quality products meet customer's rigorous requirements for quality, price, and delivery time.

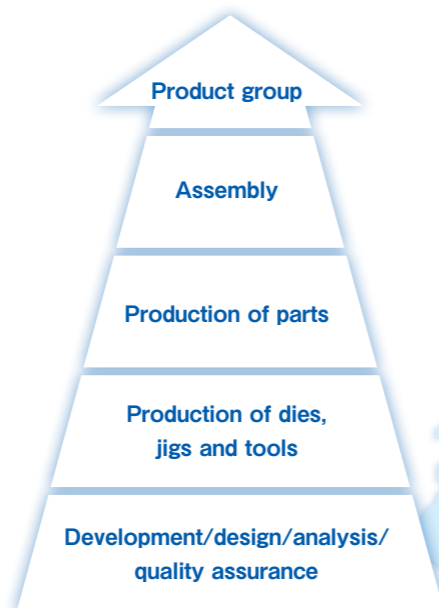
The World's smallest



The World's thinnest



Market/Customers



Global network

26 countries
64 plants
50 sales offices



Server cooling fans for data centers that operate around the clock every day of the year, and other products. Sales are continuing to increase as demand increases due to the rapid progress of SNS and data cloud services.



Ball bearings for drones required to deliver high durability and safety amid a harsh environment affected by changes in temperature, and other products. The market is expected to expand even further as these products are used in a growing variety of ways, including in transportation and logistics.



Highly sensitive and precise bed sensors, and other products. In the aging society of the near future, the Company's products, including sensors, will contribute to reducing the burden on health care providers and to improving patient QOL (quality of life). At the same time, business opportunities are expanding.



Various safety parts playing an increasingly important role with the advance of electrification and automated driving in vehicles and response to the environment, and other products. The Company's high-quality products, such as bearings, motors, and connectors, are contributing to addressing the issue of severe temperature change and to meeting demand for products that are durable enough to last for decades.

Swift and unrivalled supply capability

In the case of ball bearings, long-term stable supplies are required, in the order of hundreds of millions per month. LED backlights for LCDs also need to be produced quickly in the tens of millions in step with customers' demand trends. We mass produce products at the same level of high quality at all our factories worldwide.