

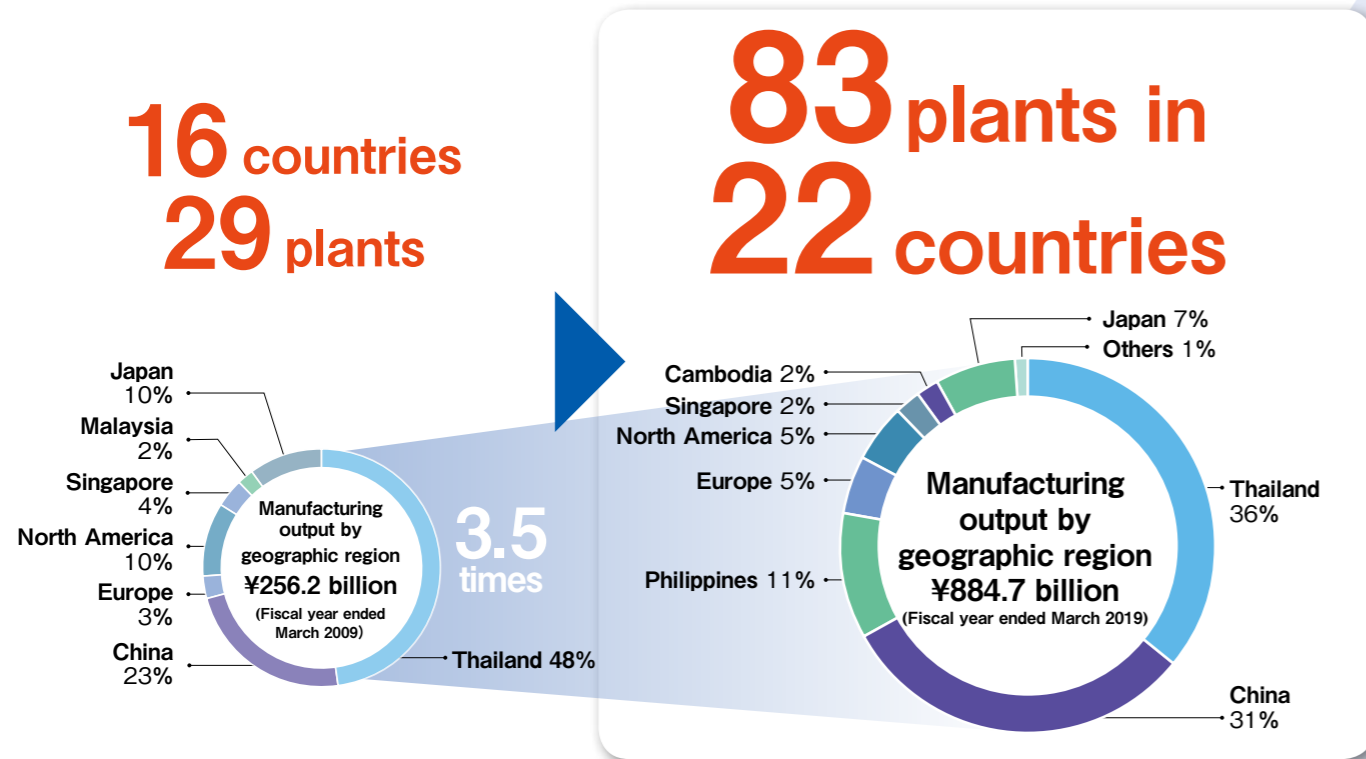
Chapter III Initiatives for Value Creation

— Strengthening of Non-financial Capital

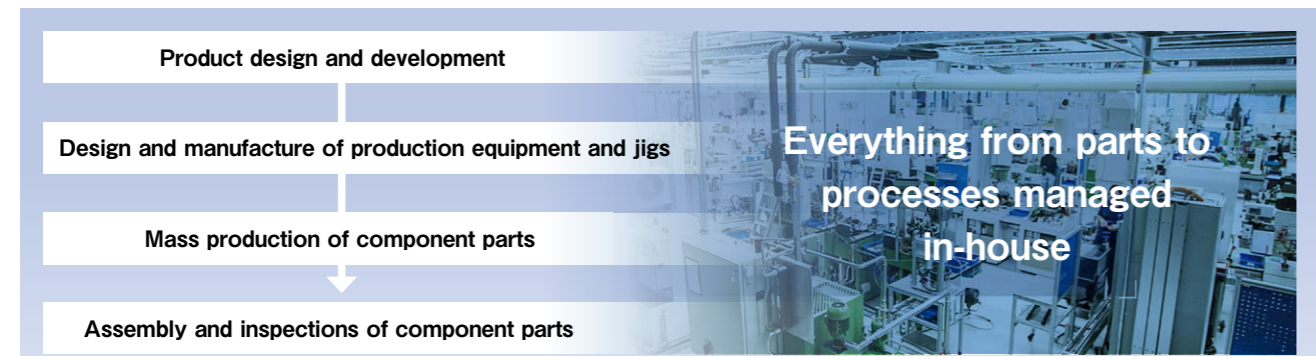
Instrumental Capital

The MinebeaMitsumi Group optimizes production worldwide by striking a balance between **ultra-precision machining technology and mass production**, drawing on its vertically-integrated manufacturing system.

We also establish manufacturing bases around the world with the aims of shortening distances to our customers, securing the necessary workforce, and **reducing risks including currency exchange, disasters and geopolitical developments**.



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



Drawing on its vertically-integrated systems, MinebeaMitsumi handles everything from design and development to assembly and inspections in-house.

Ultra-precise quality

Stable supply capabilities

Reduction of manufacturing costs

Substantial competitive strengths made possible by MinebeaMitsumi's vertically-integrated manufacturing system

Global network



Swift and unrivalled supply capability

Japan — 20 plants



China, Korea — 15 plants



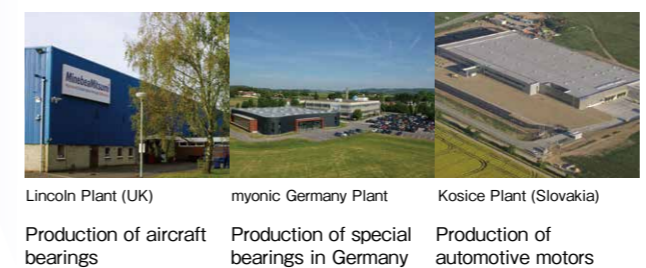
South Asia, Southeast Asia — 11 plants



Thailand, Cambodia — 10 plants



Europe — 18 plants



North and South America — 9 plants

