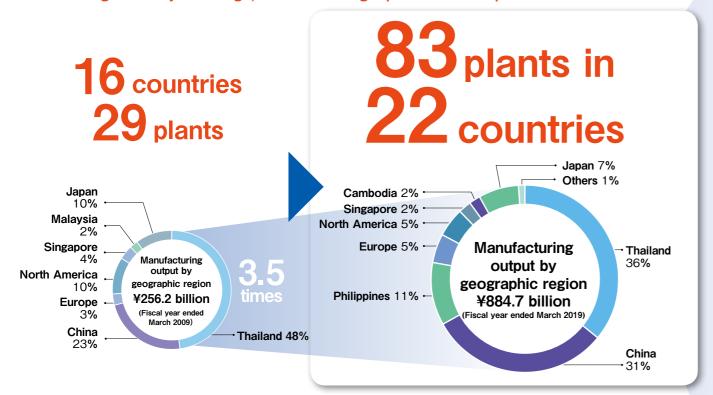
Chapter III Initiatives for Value Creation — Strengthening of Non-financial Capital

Instrumental Capital

The MinebeaMitsumi Group optimizes production worldwide by striking a balance between ultra-precision machining technology and mass production, drawing on its verticallyintegrated 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



Global network



20 plants Japan



Serving as the our founding

MITSUMI Chitose Plant Production of

U-Shin Hiroshima Plant U-Shin's mother plant

South Asia. 11 plants Southeast Asia



Chai Chee Plant Our first manufacturing plant in Southeast Asia

Malavsia Plant Production of brush DC motors

Cebu Plant (Philippines) Our largest

manufacturing plant in the Philippines

Oplants **Europe**



Lincoln Plant (UK)

Production of aircraft bearings

Production of special bearings in Germany

Production of automotive motors

China. Korea



Shanghai Plant

manufacturing plant in China

MITSUMI Qingdao Plant Production of

Production of automotive components (started operation in 2018)

U-Shin Wuxi Plant

Thailand, Cambodia – TU plants



Bang Pa-in Plant Our largest manufacturing plant in Thailand

Lop Buri Plant (Thailand)

Our main manufacturing plant for electronic devices and components

The Group's largest and strategically important manufacturing plant

North and South America



overseas

Production of aircraft

manufacturing plant bearings

Production of automotive motors

35 MinebeaMitsumi Group Integrated Report 2019