

1. History of MinebeaMitsumi

Organic growth
(Ultra-precision machining technology)



Growth through M&A



The corporate profile can be viewed from here.

Founded in July 1951

Nippon Miniature Bearing Co., Ltd., Japan's first specialized manufacturer of miniature ball bearings, is incorporated in Azusawa, Itabashi-ku, Tokyo.

Organic growth

1963 Plant is relocated from Kawaguchi, Saitama, and operations begin at **the Karuizawa Plant, to become the mother plant of all the MinebeaMitsumi Group's plants worldwide**, in Miyota-machi, Nagano



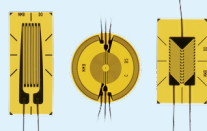
Karuizawa Plant (Japan)



Miniature ball bearings

M&As

1971 Production overseas is commenced for the first time in the U.S.



Strain gauges

1974 The Company embarks on the electronic devices and components area (measuring components: the present Sensing Device BU)



Small-sized ball bearings

1980 The Company commences the production of small-sized ball bearings

1985 The U.S. ball bearing manufacturer is acquired
Supply to the U.S. market is expanded



Aircraft components

1988 The U.K. rod-end bearing manufacturer is acquired
Supply to Europe market is expanded



FDDs and MODs

1986 Hamamatsu Plant is established
Development in the electronic devices and components area is expanded



Ayutthaya Plant (Thailand)

1980 Ayutthaya Plant is established
The Company advances for the first time into Thailand, the Group's largest facility



Chai Chee Plant (Singapore)

1972 Our first own overseas plant is constructed in Singapore

1984 Bang Pa-in Plant is established as the second facility in Thailand

1988 Lop Buri Plant is established in Thailand
Production in the electronic devices and components area is expanded



Lop Buri Plant (Thailand)

1994 Minebea Electronics & Hi-Tech Components (Shanghai) Ltd. (our first plant in China) is established, which produces bearings and fan motors from parts in a vertically-integrated manner



Shanghai Plant (China)

2010 Suzhou Plant is established to expand production of LED backlights



Suzhou Plant (China)



Backlights

2010 Our plant is established in Cambodia, and commences production the next year
For risk diversification, expansion of production and reduction of costs



Resonant devices

2018 Kosice Plant in Slovakia commences production
Supply to Europe market is expanded



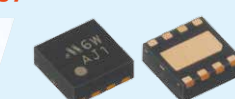
AGA (Active Grill Shutter) Actuators

30

2017 The Company conducts a business integration with MITSUMI ELECTRIC CO., LTD. through share exchange Accelerated growth of each business as an "Electro Mechanics Solutions™" Provider that integrates control technology with machine and electronic technology



Head office of MITSUMI ELECTRIC CO., LTD.



1-cell Lithium-ion Battery Protection IC

2009 Production of micro actuator is commenced
Number of production facilities of motors is increased



Micro actuators

2010 Production of brushless motors is commenced
Product lineup of motors is expanded



DC motors

2015 Major manufacturer of measuring components in Germany is acquired
Production and supply in Europe and India are expanded



Sensing devices



Hiroshima Plant of U-Shin Ltd.



Climate control panel

2020 New building is completed at the Akita Business Division
Automotive devices business development is reinforced



Akita Business Division of MITSUMI ELECTRIC CO., LTD.

2019 German precision molded parts manufacturer is acquired
Capacity for swift production in Europe and Asia is expanded



Mast Kunststoffe GmbH & Co.KG

2020 The Company conducts a business integration with ABLIC Inc. through acquisition of its shares
The Company's presence in the analog semiconductor market is strengthened



Takatsuka Unit of ABLIC Inc.

As of August 2020
Total of 50 M&As!
We aim to keep achieving growth by actively pursuing M&A opportunities

Number of M&As



2. MinebeaMitsumi Current

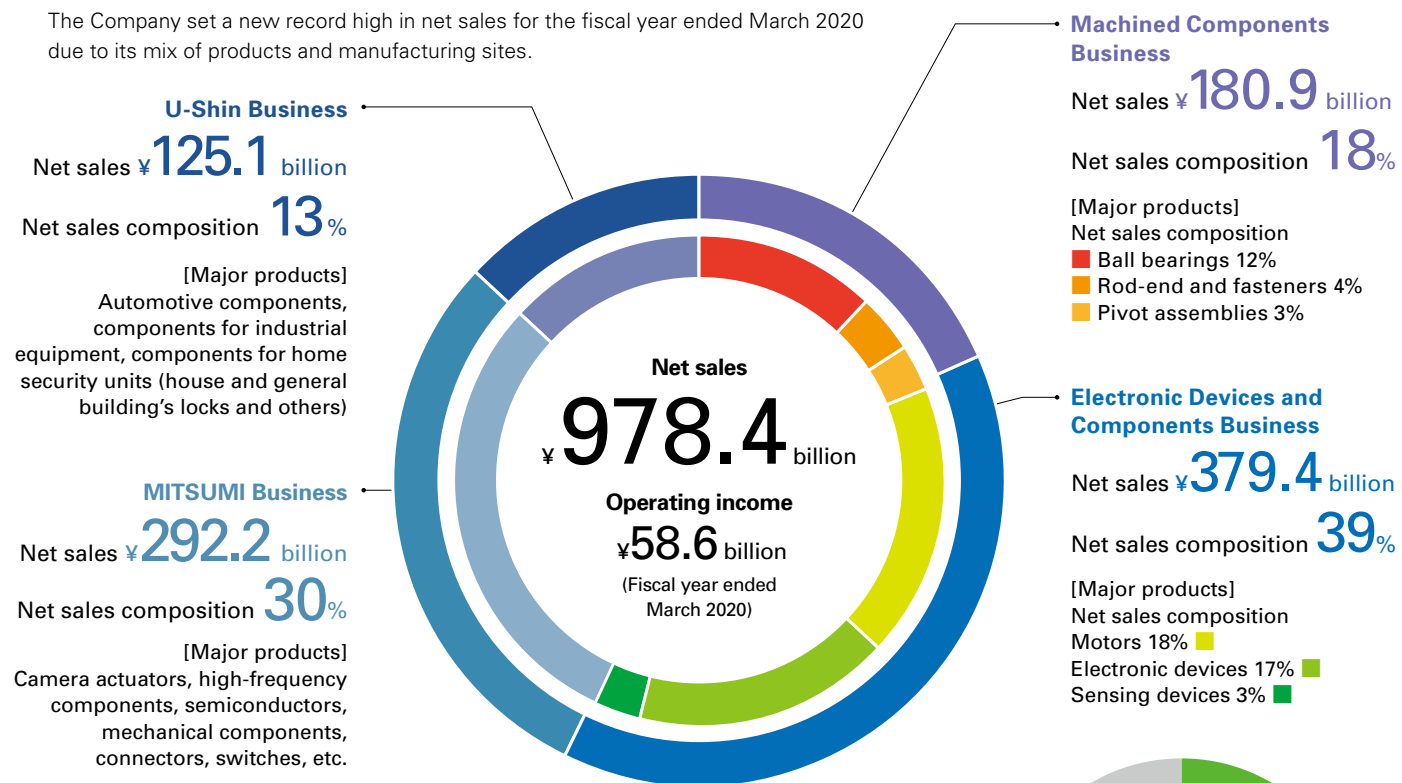
Toward becoming a one-of-a-kind INTEGRATION manufacturer of precision components by maintaining a diverse portfolio

MinebeaMitsumi pursues synergies through INTEGRATION while maintaining an outstanding risk diversification structure drawing on both an effective product mix encompassing everything from automobiles and aircraft to smartphones, medical devices and infrastructure; and also on a complementary framework brought about by expanding global production sites extending throughout Japan, Americas, Europe and Asia.

We will continue to achieve further growth, while consistently securing profits even as we encounter adverse circumstances.

Net sales by business

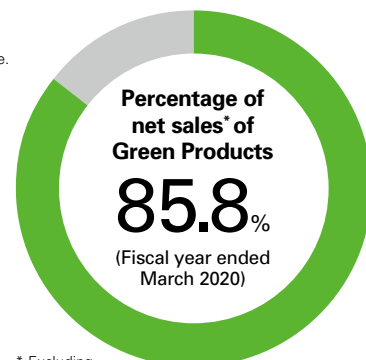
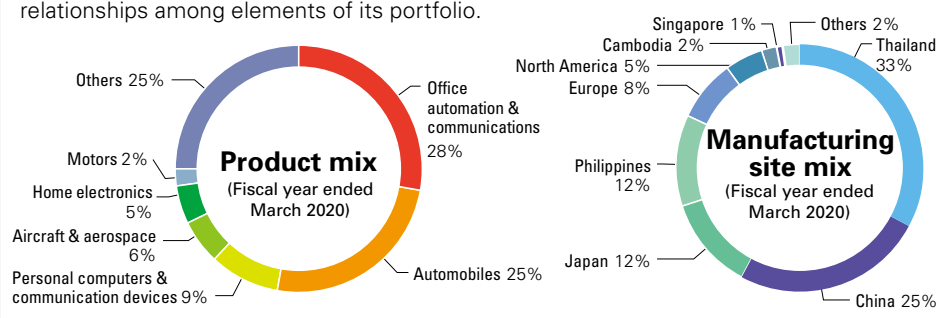
The Company set a new record high in net sales for the fiscal year ended March 2020 due to its mix of products and manufacturing sites.



*Net sales of 0.8 billion yen for Other business is omitted here.

Mix of products and manufacturing sites

The Company achieves sustainability by drawing from complementary relationships among elements of its portfolio.



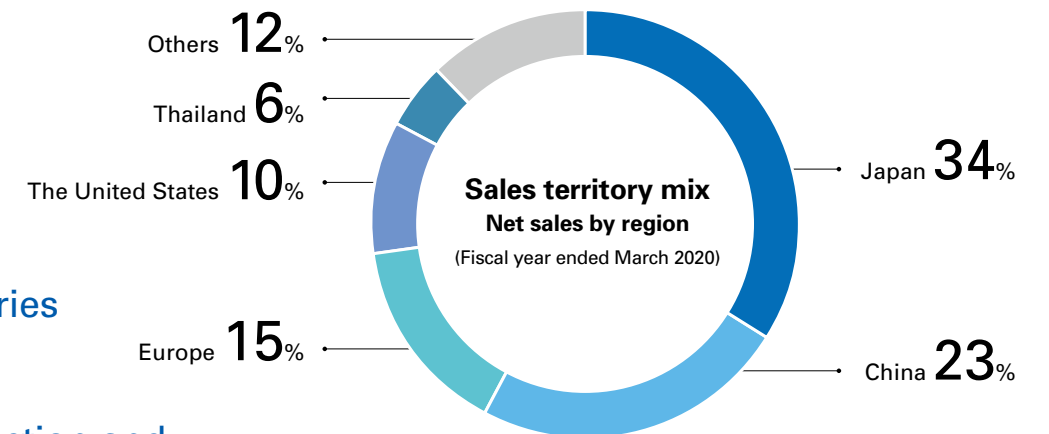
* Excluding products that cannot be designed in-house.

Green Products Page 47

Creating high-quality products in the global market

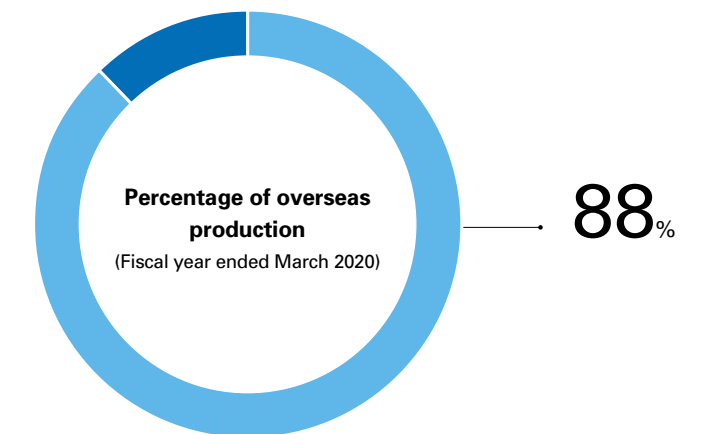
We created a global system for production and sales, responded to local production and local consumption, and reduced exchange, disaster and geopolitical risks.

27 countries



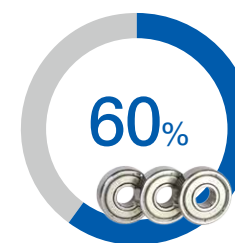
93 production and development sites

91 sales offices
(As of August 1, 2020)

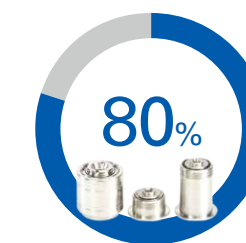


The World's No. 1 share

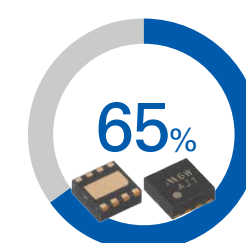
Miniature & small-sized ball bearings



Pivot assemblies for hard disk drive (HDD)



1-cell Lithium-ion Battery Protection IC

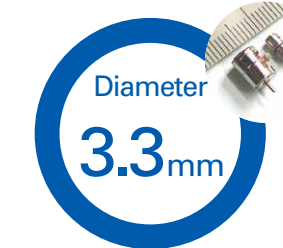


The World's smallest

Miniature ball bearings



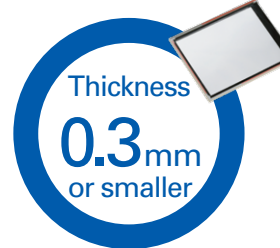
The world's smallest class stepping motors



The world's smallest class tactile switches



Light guide plates for LED backlights for LCDs



The World's thinnest

3. Value Creation Model of MinebeaMitsumi

Sustainable growth based on three strengths and non-financial capital



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

By refining these three strengths and generating synergies, we have created environmental and social value at the same time as economic value, thereby accumulating both financial and non-financial capital.

Using all such capital, we will further hone our three strengths to realize sustainable growth.

* INTEGRATION means "combining" rather than "simple gathering" of the Company's proprietary technologies to evolve the "Eight Spears" and to create new products in various fields through the INTEGRATION of our advanced technology.



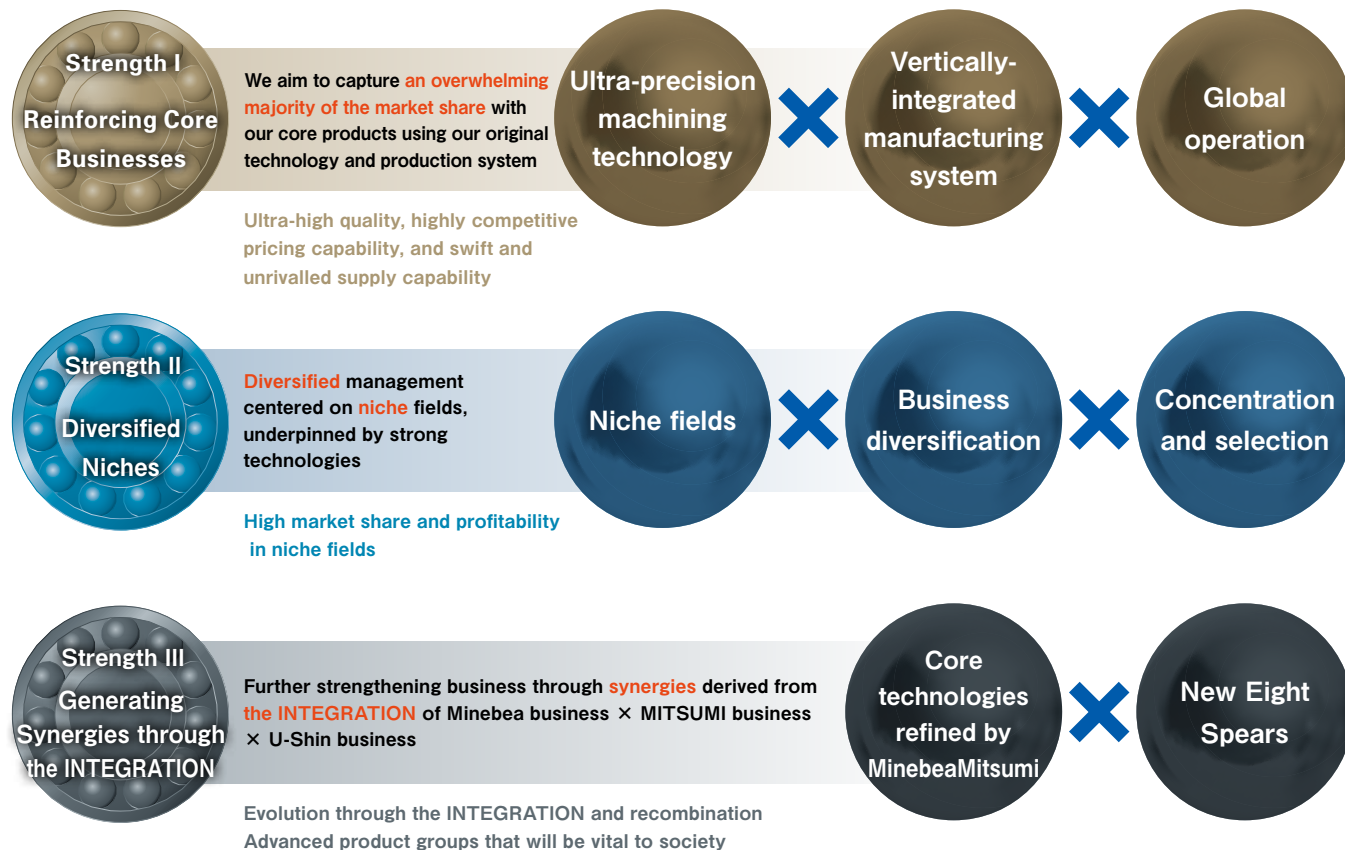
We create environmental value, for example through the supply of environmentally considerate products such as ball bearings that reduce friction and increase energy efficiency. We also create social value through means such as raising awareness of agricultural workers in emerging countries and encouraging their participation in the latest technology fields. In this way, we achieve business activities that harmonize the resolution of social issues with the creation of economic value. Through these activities, we aim to realize the SDGs promoted by the United Nations.

4. MinebeaMitsumi's Strengths

Centered on our ten core technologies, we will continue to pursue organic growth through the generation of synergies through **INTEGRATION** and our core/sub-core strategy.

We will combine and utilize ten **core technologies** refined by MinebeaMitsumi, such as ultra-precision machining technology and mass production technology, to evolve each of the **Eight Spear products** and create new business opportunities through the **INTEGRATION** and **recombination** of the evolved products. Furthermore, in addition to the **Eight Spears** core businesses, we are also developing "sub-core businesses" using our core technologies. We will maximize earnings from our sub-core businesses functioning as cash cows, as well as further enhance technologies. We plan to invest the created earnings to further enhance and grow our core businesses.

Three strengths which create difference expanding the realm of possibility



Ten core technologies



Core businesses (Eight Spears)

Definition of core business

- (1) Serve niche fields in massive markets
- (2) Capable of drawing on our ultra-high quality and ultra-precision machining technologies
- (3) **Not readily displaced even as a result of technological innovation**

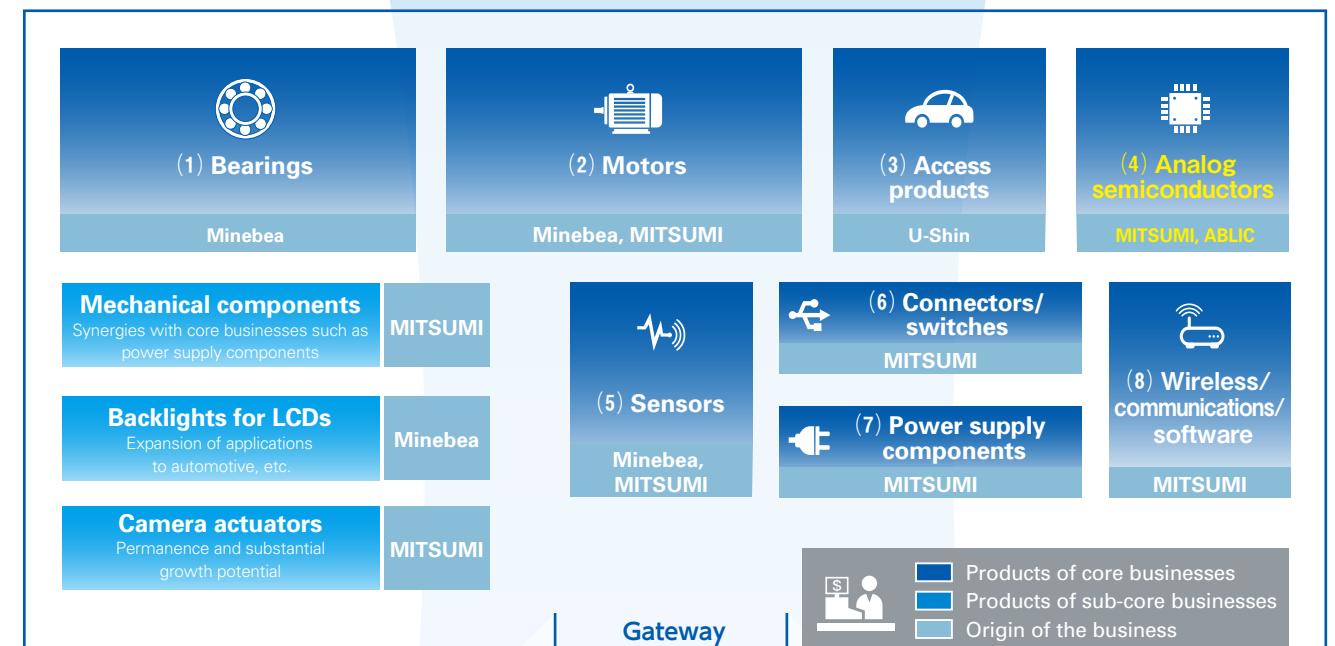
The foundation of growth for analog semiconductors is complete due to integration with ABLIC. Ranking rose from 8th to 4th in the Eight Spears.

Sub-core businesses

Definition of sub-core business

- (1) Serve niche fields in massive markets (same as the core business)
- (2) Capable of drawing on our ultra-high quality and ultra-precision machining technologies (same as the core business)
- (3) **Potentially displaced due to technological innovation**

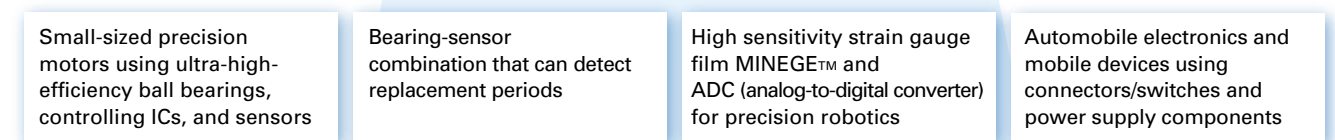
In the sub-core businesses, we are minimizing risk through initiatives that include keeping fixed costs to a minimum and taking accelerated depreciation method on investment, given potential for future displacement of such business.



(The diagram above conceptually portrays the Company's business operations as an SPA* floor plan. * A specialty store retailer of private label apparel, or SPA, employs a business model that entails selling related items of apparel using a vertically-integrated approach extending from planning to manufacturing and sales.)

Generating synergies through the INTEGRATION

Example of generating synergies through the INTEGRATION



Creating value in various businesses



5. Toward Sustainable Growth

We will persist with business operations under any and all circumstances firmly underpinned by our management foundation and risk management.

Underpinned by the instrumental, human, and intellectual capital it has amassed, the Company has been taking steps to establish robust management foundations that are not susceptible to risk, by accordingly strengthening its core businesses, diversifying operations, and promoting global production.

The Company has also been creating new value through INTEGRATION of such elements.

Meanwhile, going forward, we will seek solutions to social issues centered on **material issues** from the perspective of environmental, social, and governance aspects of business on the basis of our corporate philosophy. We will furthermore aim to achieve sustainable growth by providing beneficial value to our customers around the world, having set long-term quantitative targets seeking net sales of 2.5 trillion yen and operating income of 250 billion yen.

Mega trends Environmental and social issues (Business opportunities)

E: Environment

- Global warming
- Biodiversity
- Energy crisis
- Resource depletion
- Natural disasters

S: Social

- Enhancement of information security
- Development of AI and IoT society
- Growth of the global population
- Food crisis
- Declining birthrate and aging population in developed countries
- Widening disparity
- Pandemic (spread of infections)

Material issues (Materiality)

Creating environments where all employees can demonstrate their maximum capabilities

- 1 Ensuring employee safety and health **S**
 - 2 Creating positive and rewarding work environments **S**
 - 3 Human resources development worldwide **S**
 - 4 Diversity promotion worldwide **S**
- Creating new value that contributes to the development of society
- 5 Creating environmentally friendly products **E**
 - 6 Contributing to dialogue with and the development of local communities **S**
 - 7 Creating solutions to social issues **S**
- Ensuring stable supplies of the precision products that support society
- 8 Providing safe and reliable products **S**
 - 9 Practicing responsible procurement **S**
 - 10 Reinforcing risk management **G**

Material issues Page 46

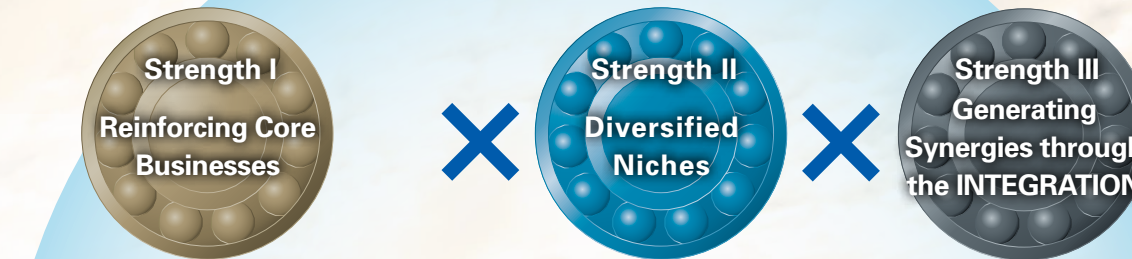
Management foundation and risk management

Instilling the corporate philosophy

Group governance

Succession planning, etc. Business and other risks Pages 61 to 62

Value Creation Model



Non-financial capital to build up strength

Instrumental capital

- Vertically-integrated manufacturing
- Global operation
- Accumulated manufacturing knowhow

Instrumental capital Pages 37 to 38

Human capital

- Global human resources
- Women's empowerment
- Skilled workers/engineers

Human capital Pages 39 to 42

Intellectual capital

- Ultra-precision machining technology
- Comprehensive manufacturing, engineering, development, and sales capability
- M&A capability/PMI

Intellectual capital Pages 43 to 44

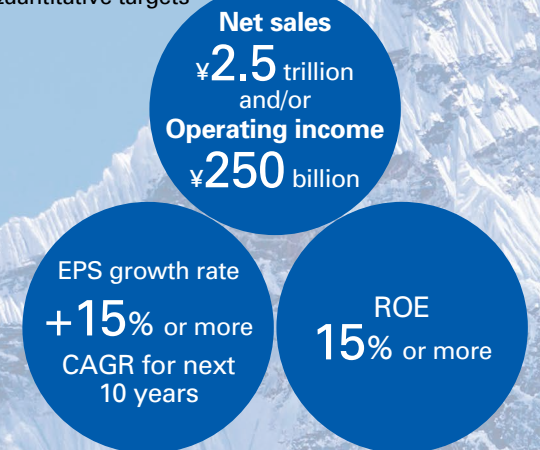
Basic strategies for next 10 years

Becoming the world's mightiest INTEGRATION manufacturer of precision components with our new Eight Spears

1. Change to new Eight Spears	3. Cultivate new markets
2. Launch new products	4. Pursue active M&As
+ Digitalization	
Human resources development (including training successors)	+ shareholder return maintaining financial discipline

Vision for MinebeaMitsumi through the fiscal year ending March 2029

Quantitative targets



Non-financial targets



Business portfolio

We will shift to core businesses, and manage both the decreasing of volatility of performance and improvement of risk management.

