Strengths of Instrumental Capital

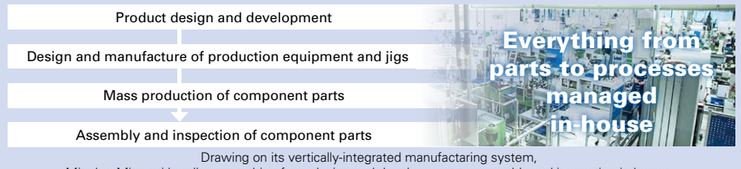
"Vertically-integrated manufacturing system" and "global production framework"

Strength 1 Strengths and benefits of vertically-integrated manufacturing system

The Company's proprietary technologies enable it to handle everything from design and development to assembly and inspection in-house

We are able to efficiently produce high value-added products, enlisting vertically-integrated seamless production, involving in-house production of everything from component parts to machine tools.

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



Drawing on its vertically-integrated manufactaring system, MinebeaMitsumi handles everything from design and development to assembly and inspection in-house.

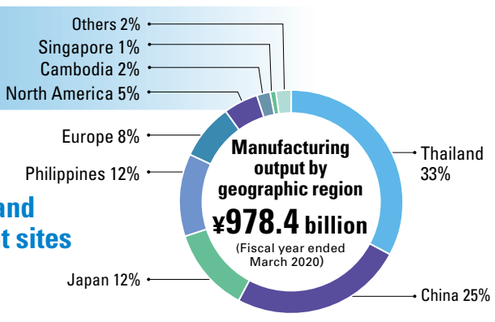
Ultra-precise quality | **Stable supply capabilities** | **Reduction of manufacturing costs**

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

Strength 2 Benefits of global production framework

We act as a market leader, leveraging our overwhelming supply capabilities and cost competitiveness, thereby promptly and appropriately addressing diverse market needs—drawing on our mix of manufacturing sites.

93 production and development sites in 22 countries



Strength 3 Accumulated manufacturing knowhow

Thoroughly adhering to manufacturing processes, employing consistent standards at all of our locations worldwide

Japan — 25 plants

Karuizawa Plant (Registered head office) | MITSUMI Chitose Plant | U-Shin Hiroshima Plant

China, Korea — 16 plants

Shanghai Plant | MITSUMI Qingdao Plant | U-Shin Wuxi Plant

South Asia, Southeast Asia — 12 plants

Chai Chee Plant (Singapore) | Malaysia Plant | Cebu Plant (Philippines)

Thailand, Cambodia - 10 plants

Bang Pa-in Plant (Thailand) | Lop Buri Plant (Thailand) | Cambodia Plant

Europe — 20 plants

Lincoln Plant (UK) | myonic Germany Plant | Kosice Plant (Slovakia)

North and South America — 10 plants

Chatsworth Plant (U.S.) | Peterborough Plant (U.S.) | Mitsumi Automotive (Mexico)

Strategies of Instrumental Capital

Strike a balance between "ultra-precision machining technology" and "mass production technology"

Strategy 1 Provide safe and reliable products

Quality management framework

The Group has created "Group Quality Management Rules" covering the entire Group as part of our measures to ensure the safety of its products & services and to prevent accidents. The chief officer of the quality management framework is the President and Chief Executive Officer, who is supported by the "Quality Management Committee."

As a subordinate organization, the "Quality Assurance Managers Council," comprised of managers responsible for quality in each business unit, was established. At these meetings, managers regularly share information on specific quality issues and work to implement internal measures to ensure similar problems do not reoccur.

Risk assessment

The Group takes steps to mitigate the risk involving end-products in which the Group's parts are commonly used and which could have a serious impact on society in the event of a problem. Accordingly, headquarters and the respective business units perform collaborative risk assessments to such ends.

Customer satisfaction surveys

Within the Group, individual business units conduct their own customer satisfaction surveys. The survey results are provided to the departments of each business unit. If customers should evaluate any criterion below a specific satisfaction level, we assess and implement improvements across all departments.

Strategy 2 Maintain and improve capability to supply products swiftly

The Group maintains and improves its capacity to supply products swiftly by developing systems for facilitating communication among its sales divisions and manufacturing divisions. Key to this is the sharing of information on customer order backlogs, forecasts of future demand, backlogs of orders from sales divisions to manufacturing divisions, data on sales results and production plans.

Units of the organization arrange production with manufacturing divisions while monitoring customer developments and the status of inventories in the sales divisions of respective countries. Meanwhile, the Group addresses customer demands by coordinating efforts across the organization in other countries, and by seeking flexible inventory solutions and prioritizing production arrangements when encountering urgent situations. Such data and operational status is invariably shared not only within sales divisions but also with manufacturing divisions and logistics divisions. Meanwhile, manufacturing divisions manage inventories of customers' requirements by ensuring appropriate availability of such items.

The Group also prepares itself for surges in future market demand by drawing on its marketing data.

Strategy 3 Ensure succession of manufacturing knowhow

Conceptual approach to instilling manufacturing knowhow

Premised on the notion that **human development is an integral aspect of manufacturing,** the Group takes steps to instill manufacturing knowhow based on a conceptual approach that involves **developing employees into human assets.**

In the Group's parts machining operations, the pursuit of precision not only improves product performance and increases added value, but also facilitates higher yields and improves productivity of the assembly divisions. Meanwhile, the Group strives to pass down its manufacturing knowhow by developing human talent capable of deriving ingenuity from knowledge, equipped with a sense of balance among technologies to help achieve such outcomes, international sensibilities, and specialization. Moreover, the Group aims to engage in team building in a manner that involves developing teams whereby inherited manufacturing knowhow is shared within such teams, rather than remaining the sole domain of certain individuals.

Measures to address risk: Manufacturing site mix

Whereas the Company's 93 production and development sites in 22 different countries enable it to diversify risk, its efforts extend beyond that of simply situating production in disparate locations.

At all of our locations in every country, we provide guidance premised on the notion of "identical technologies and administration," and develop frameworks which facilitate manufacturing of products underpinned by the notion of "uniform quality" regardless of the country of production. This enables us to truly avoid risk while supplying products embodying standards demanded by our customers, even during instances when we might encounter production stoppages in certain geographic areas.

We also diversify risk in a manner that involves "manufacturing across multiple factories of similar types," with our sights set on the notion of local production for local consumption.