

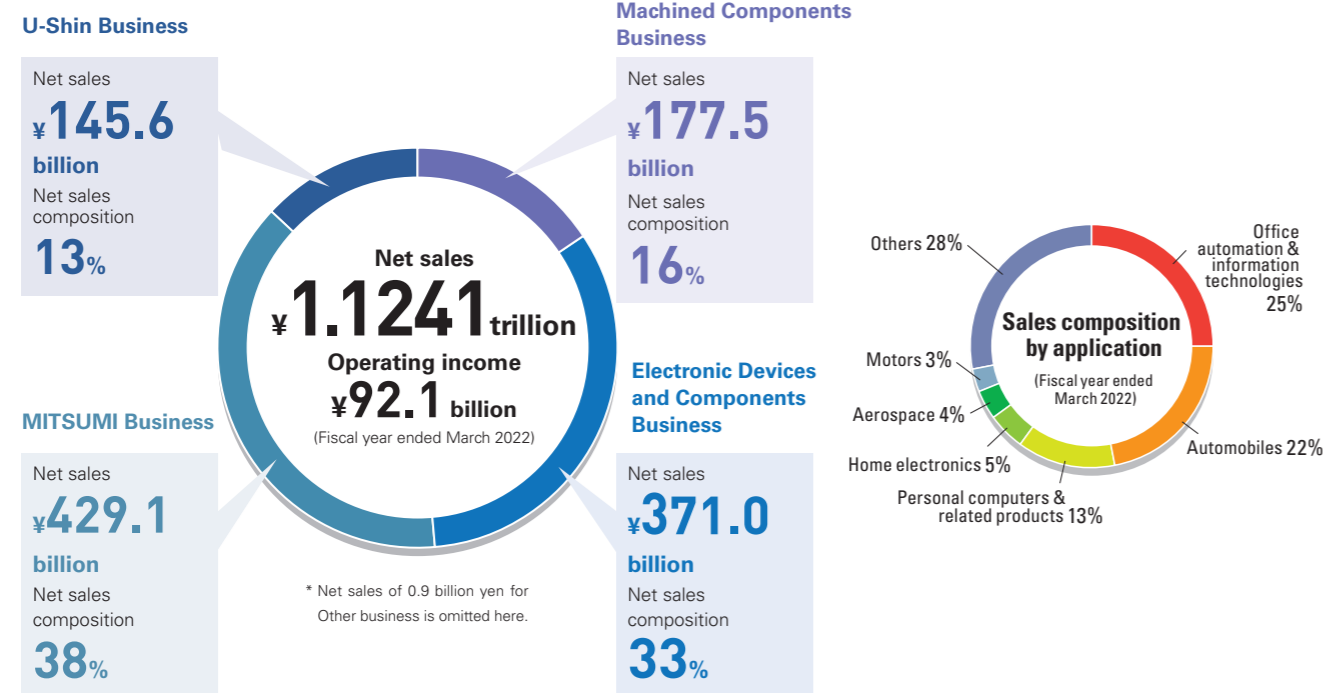
2. MinebeaMitsumi Today

With ultra-precision machining technology at the core, we are able to **leverage our strengths** in a diverse range of business, production, and talents without being vulnerable to risk



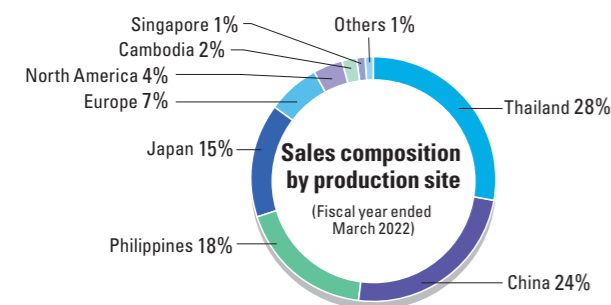
Business

The Company set a new record high in net sales and operating income for the fiscal year ended March 2022 thanks to its diversified business portfolio.



Production

We created a global production framework and reduced exchange, disaster and geopolitical risks.



27
countries

96
production and R&D bases

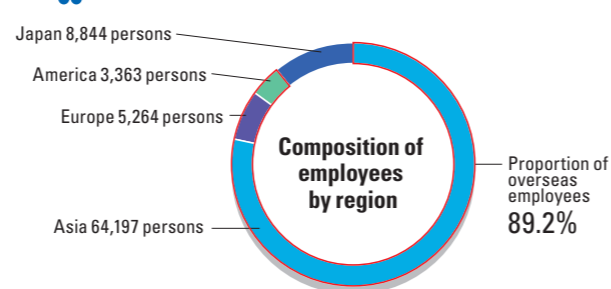
87
sales offices

(As of August 1, 2022)



People

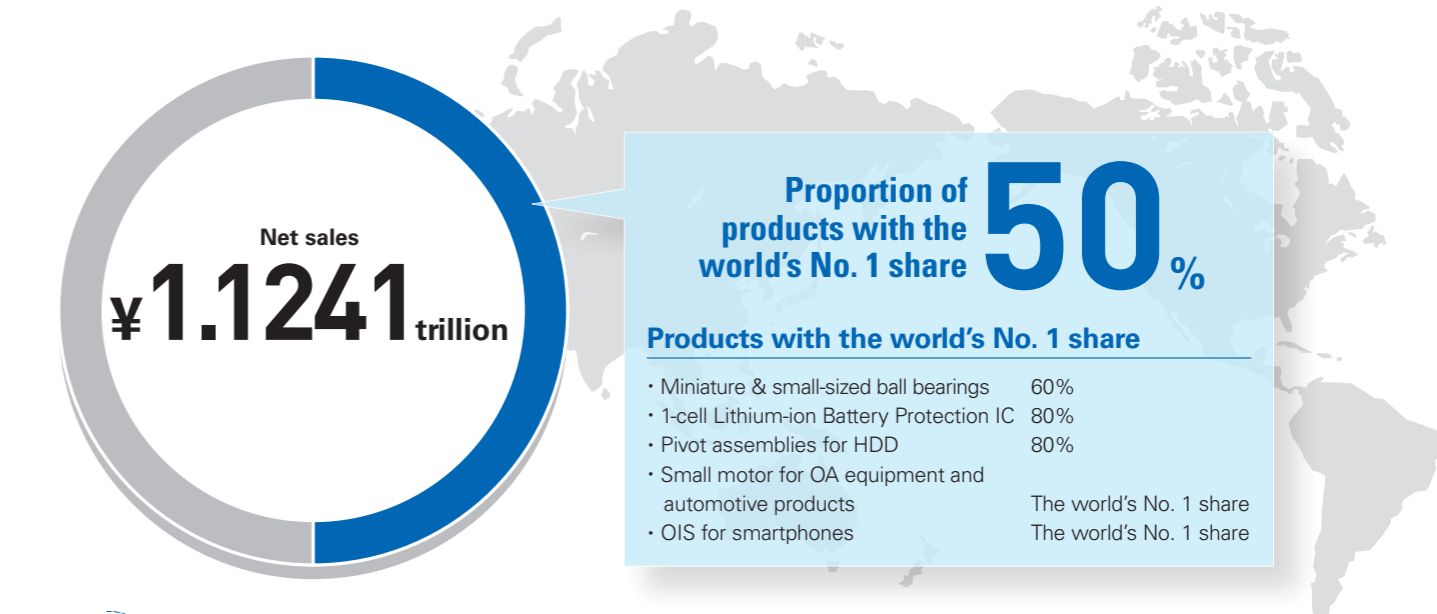
The Company serves as a global enterprise that carries out and employs 90% of its diversified workforce abroad.



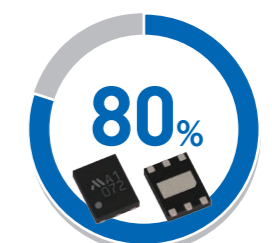
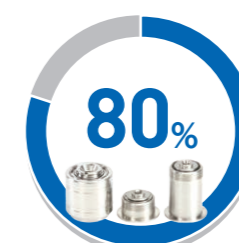
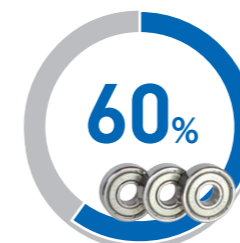
Consolidated number of employees
81,668

(As of June 30, 2022)

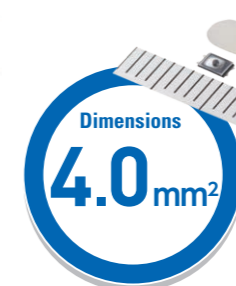
MinebeaMitsumi boasts a 60% share of the global market for miniature and small-sized ball bearings with an outer diameter of 22 mm or less. Furthermore, by applying the **ultra-precision machining technology** and mass production technology we have cultivated through our bearing business to a variety of fields, we have created products with the No. 1 share* in the global market, as well as the world's smallest and thinnest products. Our global No. 1-share products account for approximately 50% of our net sales. In addition, we have an effective product mix including automobiles, aircraft, smartphones, medical devices and infrastructure, and a complementary system of global production bases in Japan, the U.S., Europe and Asia. These provide us with an excellent risk diversification system and a wide range of talents to create synergies. **The diversity of our business, production, and people is the source of our strength.**



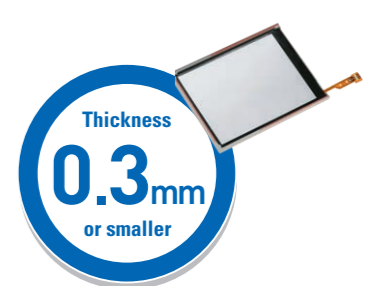
The world's No. 1 share



The world's smallest



The world's thinnest



*According to MinebeaMitsumi