

MinebeaMitsumi At a Glance

What is MinebeaMitsumi?

The world's only "INTEGRATION" manufacturer of precision components with the core of Eight Spears

MinebeaMitsumi is an INTEGRATION manufacturer of precision components which produces various machines and electronic components, including motors, sensors, and semiconductors, mainly by using its core technologies that represent ultra-precision machining techniques. Specifically, it produces 1-cell lithium-ion battery protection ICs as well as miniature and small-sized ball bearings to make machines rotate smoothly, for which it has the largest market share in the world (according to the Company's research). Our ultra-precision machining technologies are used for products and machines in a wide range of fields, including home electrical appliances such as air-conditioners, vacuum cleaners, hair-dryers, and game consoles; information equipment such as smartphones and PCs; car, aviation and space products; and medical devices, to support every person's life in an invisible way.

Eight Spears

We have positioned products that can display the strengths of the Company, such as ultra-precision machining technologies and mass production technologies, and cannot be easily lost as the "Eight Spears" of our core businesses.

Core businesses Page 26



INTEGRATION

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

MinebeaMitsumi's core technologies

Ten core technologies, including ultra-precision machining technologies, create value beyond conventional wisdom

We create cutting-edge solutions by integrating production technology centered on ultra-precision machining technology, and a variety of underlying technologies such as sensors and optics.

Ultra-precision machining technology

Advanced machined components need cutting, grinding, and polishing with high precision in sub-microns. Our ultra-precision machining technologies accumulated over many years realize micromachining for various types of components. Those techniques are utilized for a variety of MinebeaMitsumi products, including motors and lighting devices, not only machined components.

Mass production technology

We will realize stable supply of precision components of high precision and quality by balancing ultra-precision machining technology and mass production technology. We have introduced large-scale automatic assembly lines for products capable of being mass-produced. At our mother factories mainly in Karuizawa, Hamamatsu, Fujisawa, and Yonago, we develop and produce automatic assembly lines for major products, which are introduced in Group factories as lines of high precision and efficiency that can be produced only by MinebeaMitsumi.

Vertically-integrated manufacturing system

We have established a "vertically-integrated manufacturing system" in which processes from development to assembly are integrated, and organically connected our mother factories with mass-production bases throughout the world to prepare a system of supplying products in global markets.

Underlying technologies

Sensor technology (e.g. load and pressure)	Optical technology
MEMS technology	High-frequency technology
Electronic circuit technology	Semiconductor design technology
Mechanism design technology	System design technology

MinebeaMitsumi's growth axes

Third growth axis derived from developing products that contribute to resolving social issues, which is in addition to organic growth and M&As

In addition to organic growth and M&As in the markets we serve today, which have been our growth drivers thus far, "developing products and supplying components for resolving social issues" will be our axis to continue to accelerate corporate growth.

1

Organic growth

- Market disposable income per capita will rise in line with the growth in global GDP
- The sale of high-end functional products = The necessity of parts for high-end functional products

2

M&A

- Integration of synergistic companies, with a focus on MinebeaMitsumi's Eight Spear products that make up its core business

3

Developing products and supplying components for resolving social issues

- Synergistic and close alliances with the Eight Spears

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New trend 3

Development of products for resolving social issues listed below

Energy

Bearings with 3 times the precision of today's products to create extreme reduction of electric power consumption!

Declining birthrate and aging population

Bed Sensor System™



Environment

Smart city solutions To centralized control of street light luminance, etc., through wireless communication

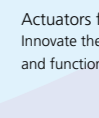
Disaster countermeasures

Integrated environmental sensors To allow visualization of meteorological data in real time



Autonomous driving

Actuators for laser scanners Innovate the LiDAR image quality and function



Traditional trends 1 2

Organic growth + M&A

Convenience and comfort

Automotive precision components Contribute to safety, comfort, and energy saving of automobiles

High functioning

Precision components for mobile devices Contribute to the functionality and slimmness of smartphones

Value created by MinebeaMitsumi products

Meet "high voltage, high current, high frequency, and high speed" needed in the world

Having identified the realms of "EVs, renewable energy, AI, and extended reality (XR)" as prominent domains of growth in the global market, we believe that technologies essential in these growth domains consist of the key elements: "high voltage, high current, high frequency, and high speed," which we refer to as the "four highs." Meanwhile, we take pride in the "Eight Spears" of our core businesses, which entail products essential to such technologies.

Social issues to be addressed

- Declining birthrate and aging population
- Population issues
- Healthcare issues
- Promotion of telemedicine
- Electric Vehicles ("EV")
- Autonomous driving
- Energy issues
- Global warming etc.

4 fields of growth 4 technologies

EV

+

Renewable energy

+

AI

+

XR

High voltage

High current

High frequency

High speed