

IR DAY 2020

MinebeaMitsumi
Passion to Create Value through Difference

Management Strategy and Track Records

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Continuous growth of the company



The pursuit of sustainability



**Growth (Maximization of profit)
and
risk management**

Corporate Philosophy (Detailed policy for growth and sustainability)

To contribute to society by "Producing better products (=“**INTEGRATION**”), with faster speed, in larger numbers, at lower cost and by smarter means.(=Difference)"

Company Credo (Employee's action guidelines to realize Corporate Philosophy)

Transparent management based on our company credo "The Five Principles"

1. Be a company where our employees are proud to work.

2. Earn and preserve the trust of our valued customers.

3. Respond to our shareholders' expectations.

4. Work in harmony with the local community.

5. Promote and contribute to global society.

This is a guideline for actions as well as for measure of sustainability.

Corporate Strategy (Measure to realize growth and sustainability)

Eight Spears and

Passion to Create Value through Difference

Sustainability is the essence of management



Starting Point / DNA

Avoid single business strategy

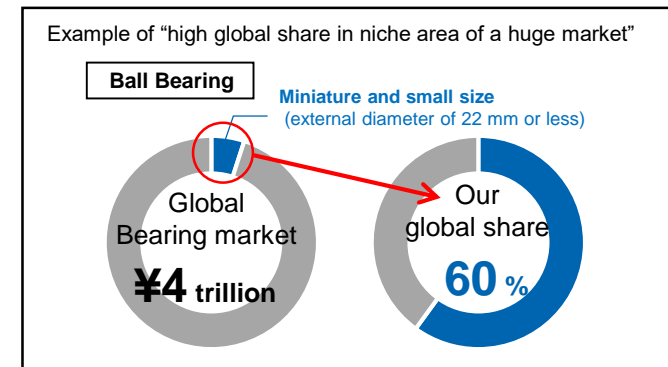
Establish diversified business portfolio and strengthen risk mitigation system

**Essence of 8 Spears strategy and
“INTEGRATION” that bundles spears**

The basic strategy for sustainable growth is to pursue diversification and synergy (“INTEGRATION”) among our core businesses

Definition of core business

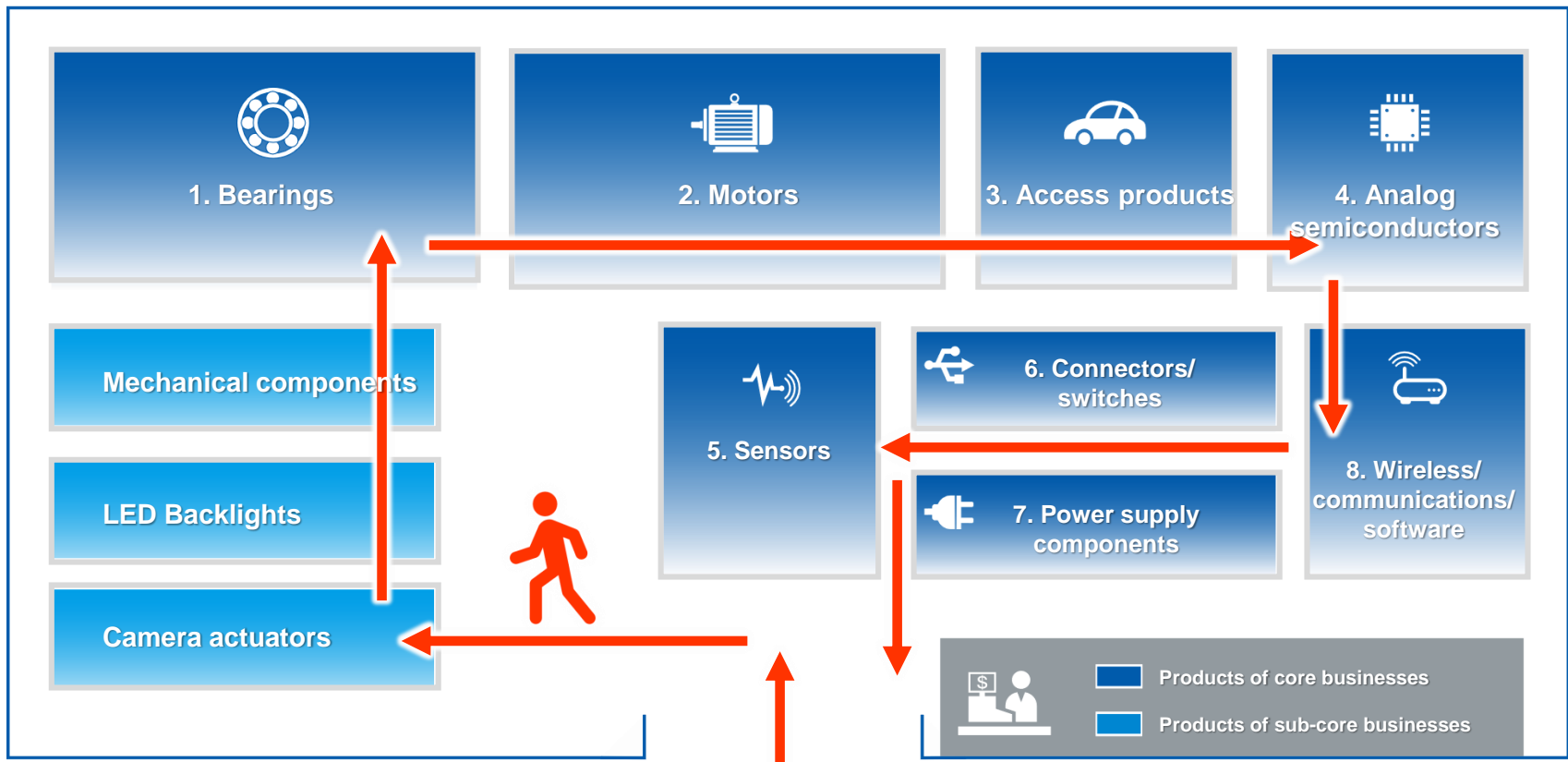
- ▶ Strong presence (=high global share) in niche area of a huge market
- ▶ Not easily change by new technology
- ▶ Utilize our competence such as high quality w/ super precision
- ▶ Synergy among each 8 Spear



Proactively enter sub-core business as well

Lineup of products that meet customer needs centered on 8 spears
~INTEGRATION enables MinebeaMitsumi's unique coordination~

SPA* Floor image of our business portfolio



*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.

Reduce performance volatility while enhancing risk management

From the Investor
Meeting Presentation
on May 8, 2019



**Core businesses will
contribute more to bottom line**

Pursue difference through INTEGRATION of a variety of technologies, products, and markets

INTEGRATION of technologies

10 core technologies

- Ultra-precision machining technology
- Mass production technology
- Sensor technology (load, pressure, etc.)
- Optical technology
- MEMS technology
- High-frequency technology
- Electronic circuits technology
- Semiconductor design technology
- Mechanism design technology
- System design technology

INTEGRATION of products

MinebeaMitsumi 8 Spears

	Bearings	Motors	Access products	Analog semi-conductors	Sensors	Connectors/ switches	Power supply components	Wireless/ communications/ software
Bearings		●	●		●			
Motors	●		●	●	●	●	●	●
Access products	●	●		●	●	●	●	●
Analog semiconductors		●	●		●		●	●
Sensors	●	●	●	●			●	●
Connectors/ switches		●	●				●	●
Power supply components		●	●	●	●	●		●
Wireless/ communications/ software		●	●	●	●	●	●	

INTEGRATION of markets

New value creation



Create the "Difference" and new value

Strengthen competitiveness including quality and costs

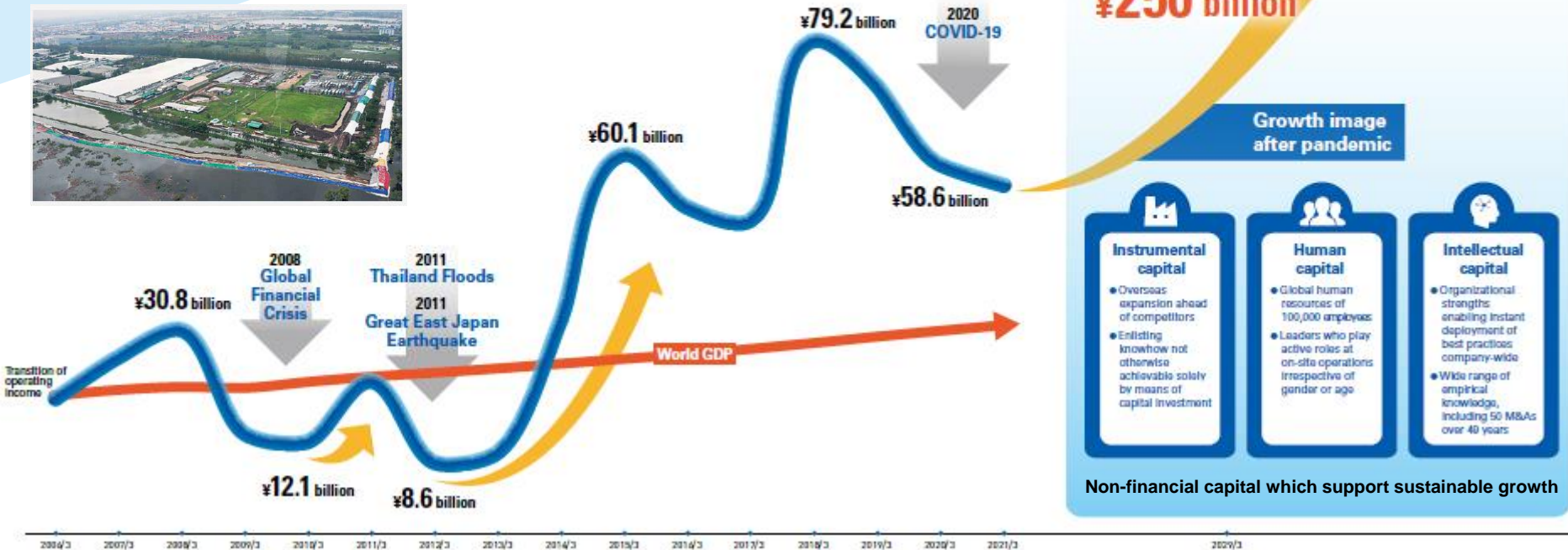
Digging deeply on a customer Expansion to other industries

Track Record ~MinebeaMitsumi's Resilience~

Engage in business practices extending across product development, human resources development, and production based on its spirit of sustainability in terms of perpetuating the enterprise.

We have been achieving growth while overcoming numerous adversities.

Example of adversities in the past:
Thailand Floods



Realized sustainable growth via growing products crossing over the legacy products

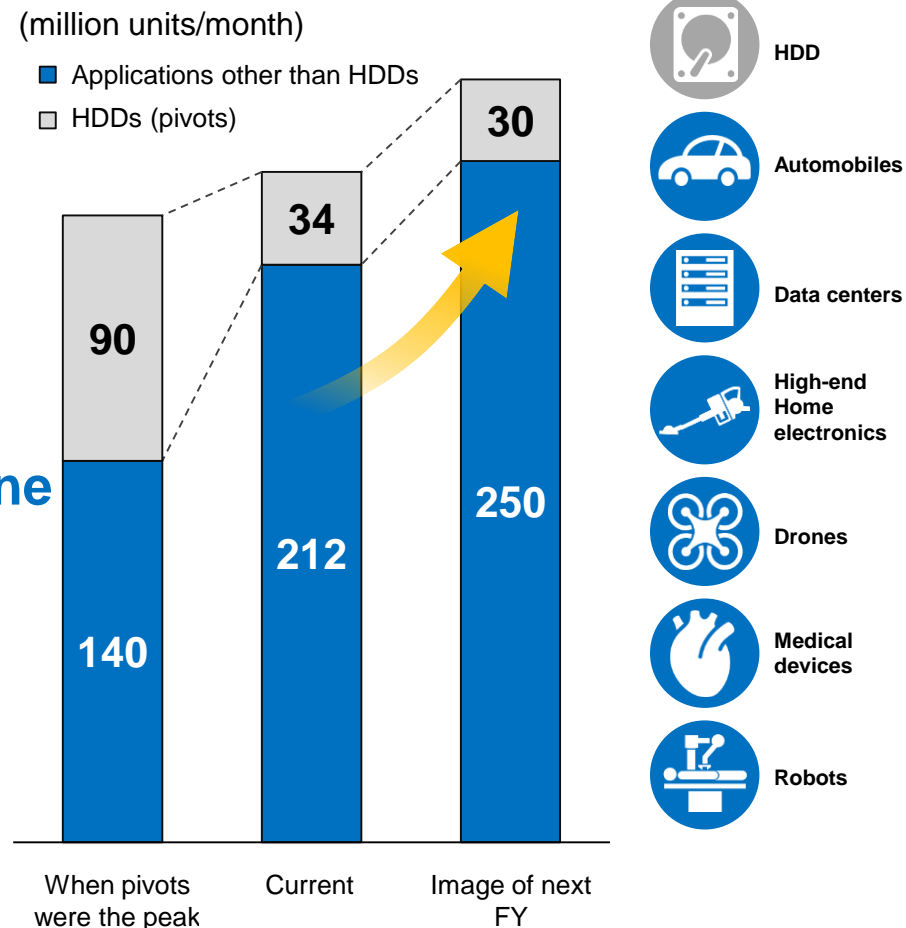
HDD products etc. to decline

- Record, FDD, video, HDD
- **Slow down of decrease** of bearing for pivots.
- Aggressive growth via **growth area crossing over the decreasing area.** (chart 1)

Smartphone products etc. to decline

- LED backlight hit ¥1 trillion total sales. Expect downturn trend from now on.
- Improvement of motor profitability and **significant increase in demand** for semiconductors etc. **drive growth way above the decrease of LED backlights.**

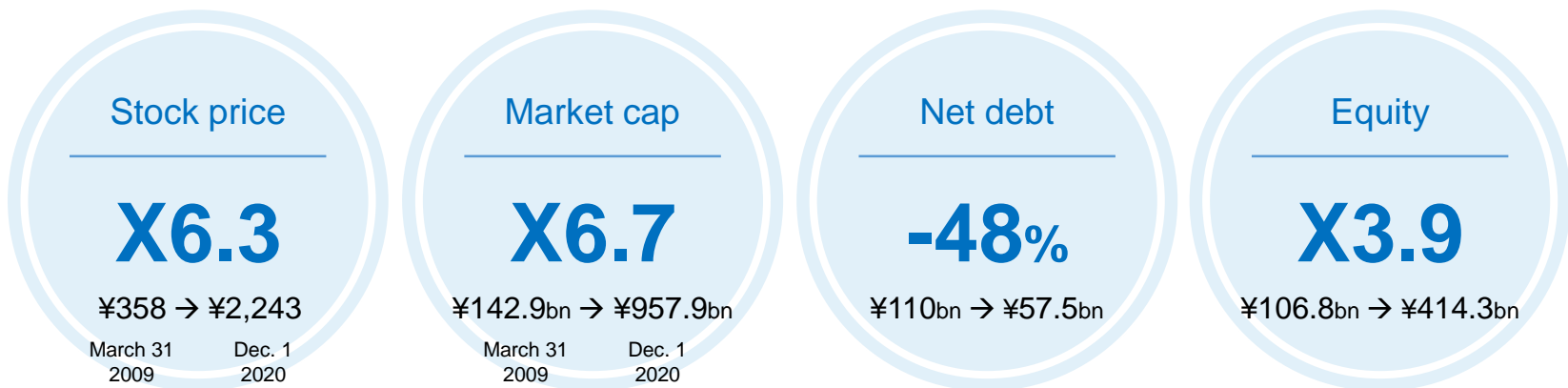
Chart 1. Ball bearing sales volume (external + internal)



Track Record ~financial results~

Unit: million yens	FY3/09	FY3/21 forecast	Multiple	Recent record highs
Net sales	256,163	940,000	X3.7	978,445 FY3/20 (IFRS)
Operating income	13,406	50,000	X3.7	79,612 FY3/18 (JGAAP)
Profit before income taxes	6,834	49,000	X7.2	78,038 FY3/18 (JGAAP)
Profit for the period attributable to owners of the parent	2,441	39,000	X16.0	60,142 FY3/18 (JGAAP)
Earnings per share, basic (yen)	6.18	95.49	X15.5	143.9 FY3/18 (JGAAP)

Mainly from organic growth even under COVID-19!





Any statements in this presentation which are not historical are future projections based on certain assumptions and executive judgments drawn from currently available information.

Please note that actual performance may vary significantly from any particular projection due to various factors.

Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to MinebeaMitsumi's business operations; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously.

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