

IR DAY 2020

MinebeaMitsumi
Passion to Create Value through Difference

Access Product Business

December 3, 2020

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Managing Executive Officer
Chief of U-Shin Business Headquarters



1 Overview of Access Product Business

2 Growth Strategy by Automotive Device Market

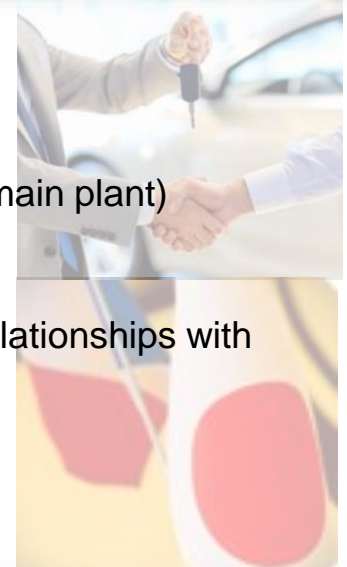
3 Technological Trends

4 INTEGRATION Development Activities



100-year History of U-Shin, to the Next Leap Stage

- 1926** Founded
- Around 1933** Started business with Toyo Kogyo Co., Ltd. (Mazda Motor Corporation) and DAT Jidosha Seizo Co., Ltd. (Nissan Motor Co., Ltd.), etc.
- 1963** Established Hiroshima Plant (relocated in 2012 and it is currently our main plant)
- 1987** Reduced the capital contribution ratio from Mazda from 19.5% to 10 (and then, to the completely independent management)
- 2013** Acquired European business from Valeo S.A. and Established Tier 1 relationships with European OEMs
- 2019** Integrated the business with MinebeaMitsumi Inc. and moved on to the new leap stage of electrification for the era of CASE



Advantages of U-Shin

- ▶ Strong relationship of trust with OEMs developed in our 94-year history
- ▶ Tier 1 business relationship with worldwide major OEMs
- ▶ Expertise and ability to respond consistently to the system of every automobile-related field such as mechanical structure, hardware, and even software, from development to production
- ▶ Business areas of automobile, housing equipment, and industrial equipment

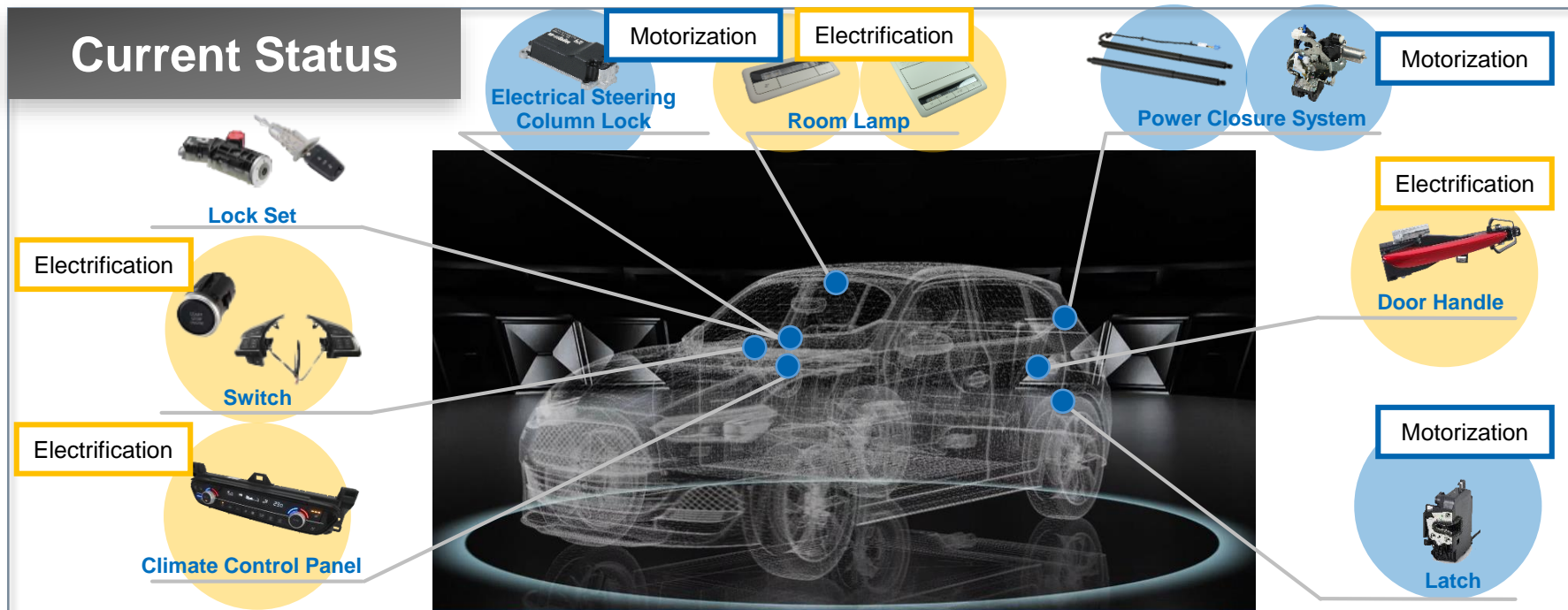


▶ OEMs with Tier1 business relationship

Domestic	Isuzu Motors Limited, Suzuki Motor Corporation, SUBARU CORPORATION, DAIHATSU MOTOR CO., LTD., TOYOTA MOTOR CORPORATION, Nissan Motor Co., Ltd., Hino Motors, Ltd., Honda Motor Co., Ltd., Mazda Motor Corporation, MITSUBISHI MOTORS CORPORATION, Mitsubishi Fuso Truck and Bus Corporation, UD Trucks Corporation
Overseas	Audi, BMW, Chery, CITROËN, Dacia, Daimler, FAW, FIAT, Ford, Geely, GM, Jaguar Land Rover, Mini, Nissan, PEUGEOT, Porsche, Renault, Toyota, Volkswagen, Volvo, Tesla

Access Product Business have currently carried out production and research/development **in 17 sites in 15 countries.**





New Development

- ▶ Develop products that relate to the system for getting in and out of a vehicle, and that connect a car key and a smartphone
- ▶ Promote **INTEGRATION** products that correspond to the rapid electrification and motorization of products

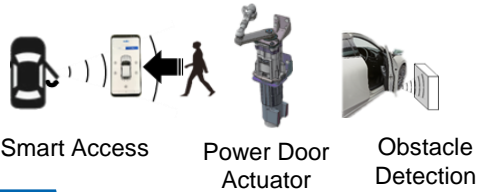
[Existing Core Products] Lock Set → Digital Key, Latch → e-Latch, Door Handle → e-Handle

e-Access

Keyword : CASE

1 Products to be newly developed and promoted for sale

e-Access



Market Prediction:
FY2029

Rate of equipped vehicles in the market : 2%
Number of motors: 4 per vehicle
Total number of motors: 80,000

2 Products to expand market share

e-Latch



Market Prediction:
FY2029

Rate of equipped vehicles in the market: 15%
Number of motors: 8 per vehicle
Total number of motors: 1,200,000

Power Lift Gate



Market Prediction:
FY2029

Rate of equipped vehicles in the market : 35%
Number of motors: 2 per vehicle
Total number of motors: 700,000

Flash Handle

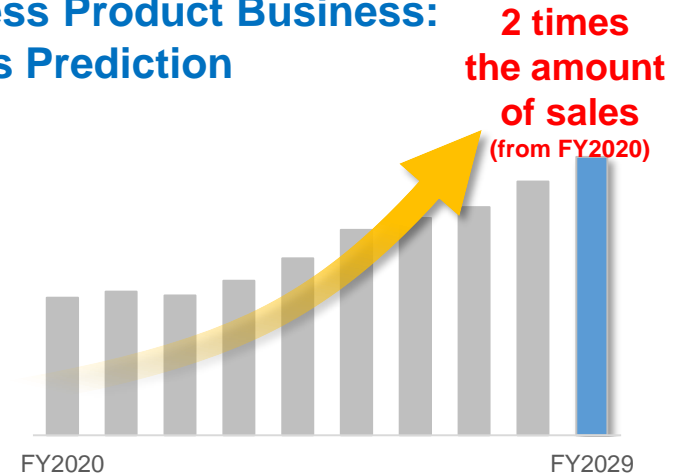


Market Prediction:
FY2029

Rate of equipped vehicles in the market : 15%
Number of motors: 4 per vehicle
Total number of motors: 260,000

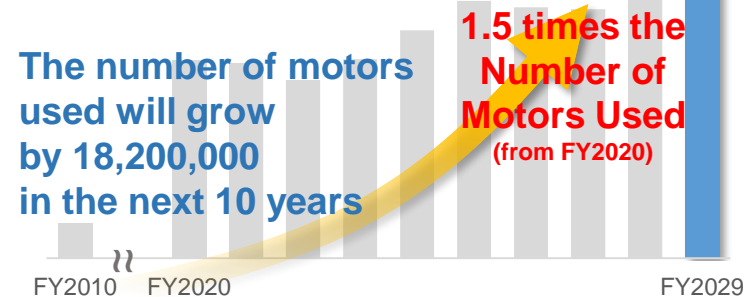
Numerical Value Prediction

Access Product Business: Sales Prediction

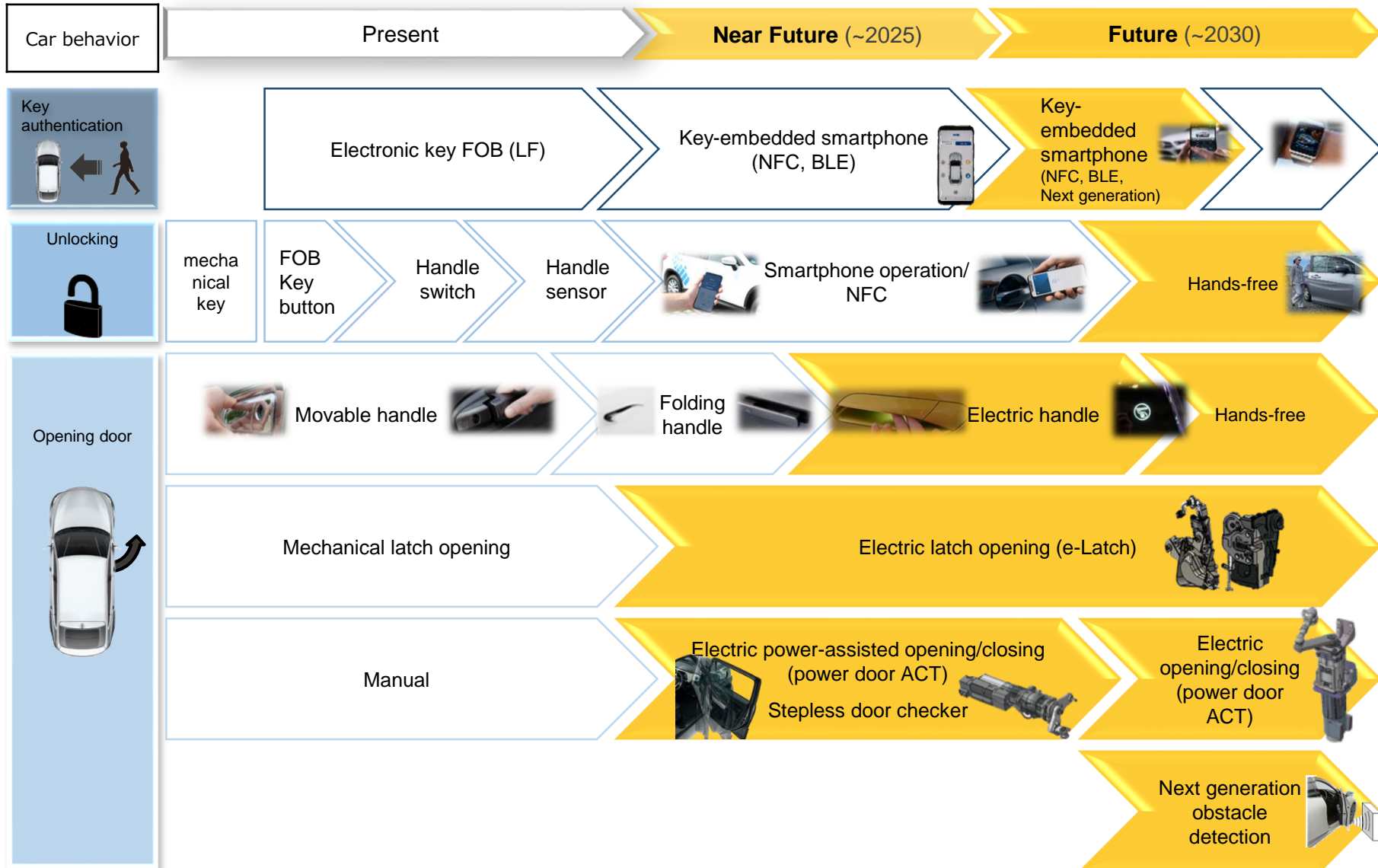


Access Product Business: Changes in the Number of Motors Used

10years ago (FY2010) 7,000,000
Present (FY2020) 40,000,000
10years later (FY2029) 58,200,000



► Prediction of e-Access Technological Trends



▶ Tokyo Motor Show 2019 Demonstration Video

Video slide



Function

1

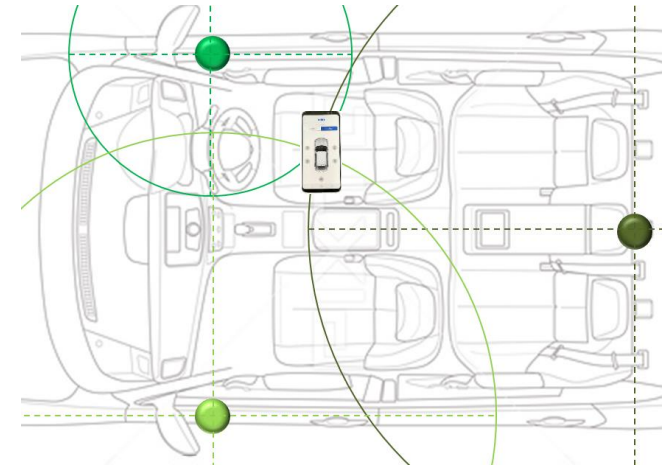
Detect the position of a smartphone, and automatically lock/unlock or open/close the door when it enters the predefined area



Function

2

Detect a smartphone inside the vehicle



Function

3

Lock/Unlock the door using a smartphone



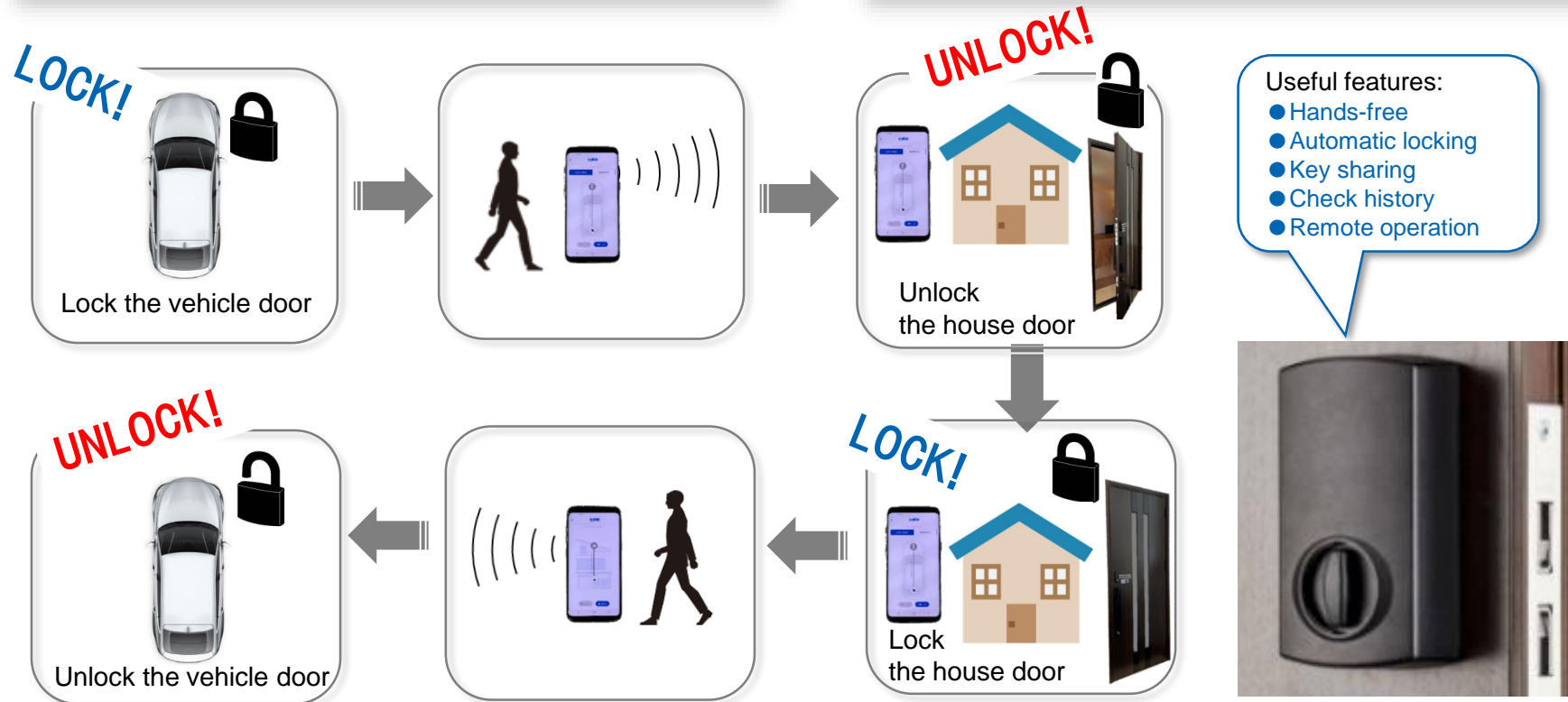
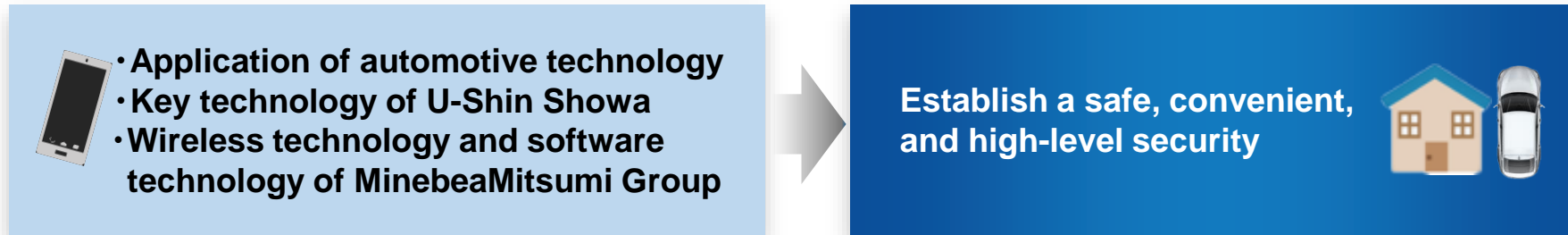
Function

4

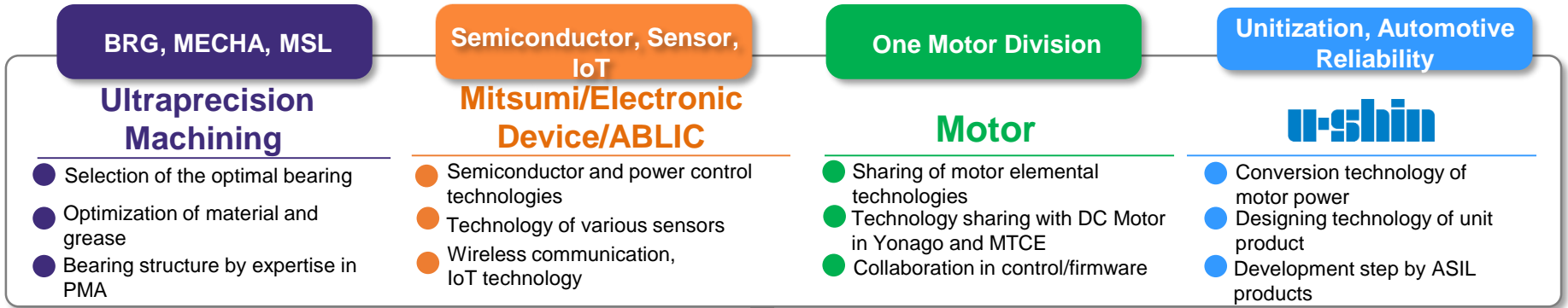
Lock/Unlock the door by holding a smartphone over a reader



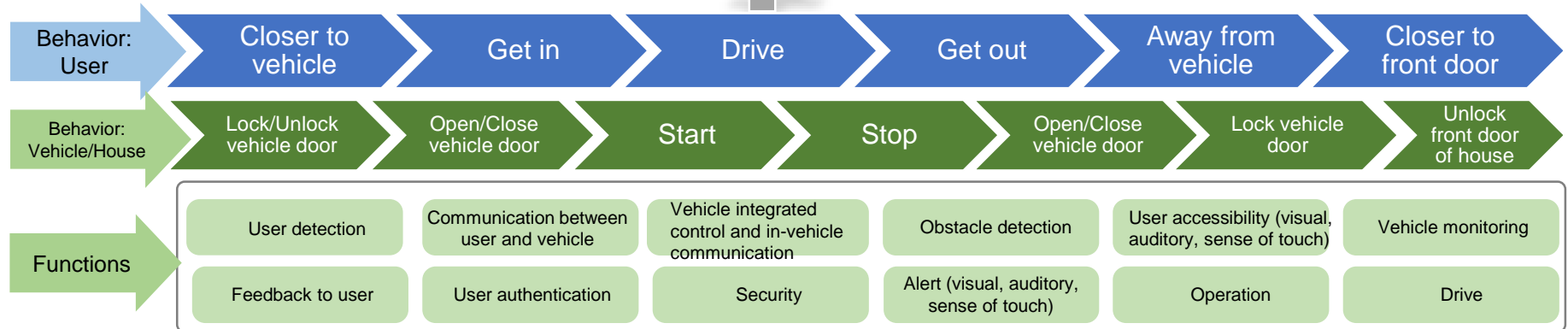
▶ To an age of using a smartphone as a vehicle key and a house key



INTEGRATION Development Activities



+ Proposal of INTEGRATION Development Activities



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Combination of technologies owned within MinebeaMitsumi Groups

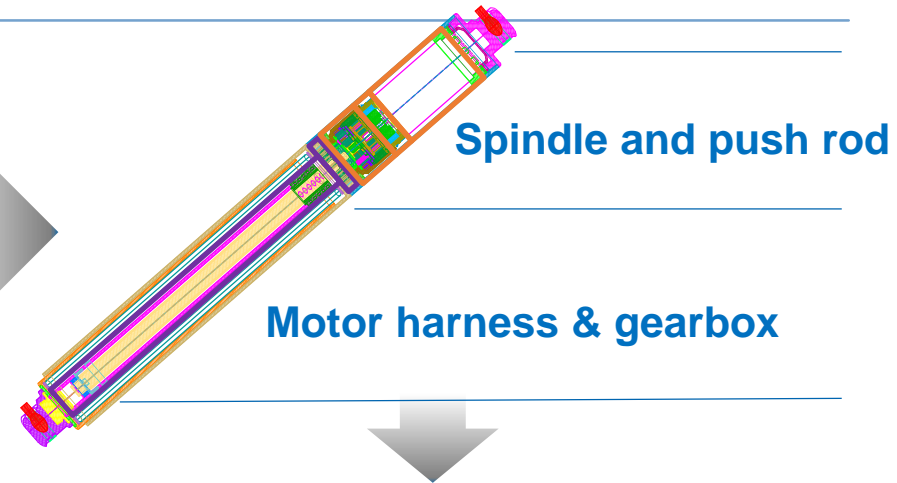
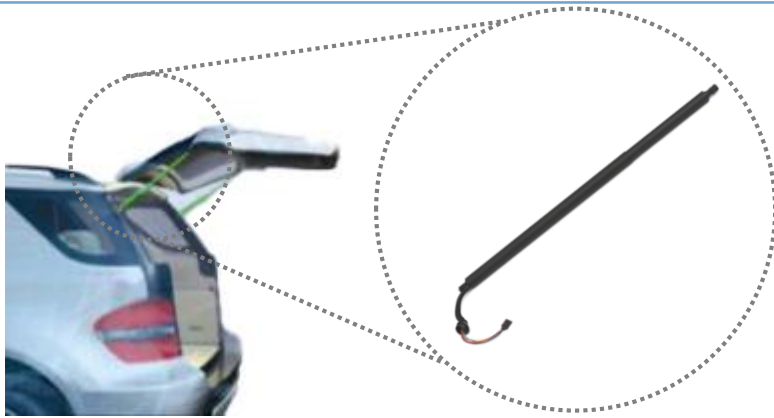
Creation of Future Products



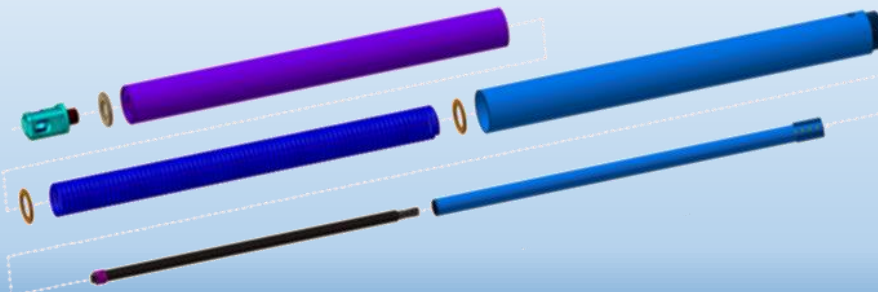
Benchmark information
Market trend, customer trend, vehicle system, and so on

INTEGRATION Development Activities including products and technical support are in progress
 We are discovering more new INTEGRATION Activities

INTEGRATION Development Activities Example: Power Lift Gate

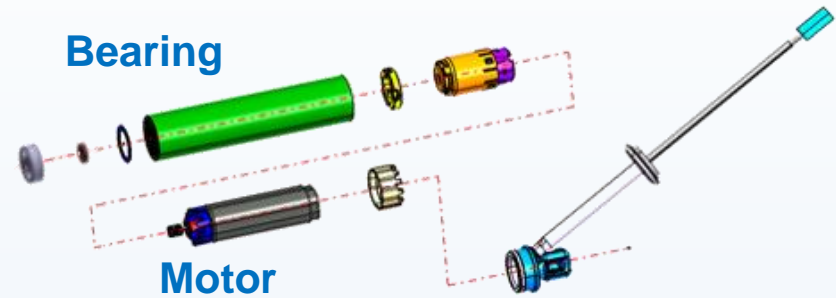


u-shin



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Bearing



Motor

Motor Gearbox ASSY

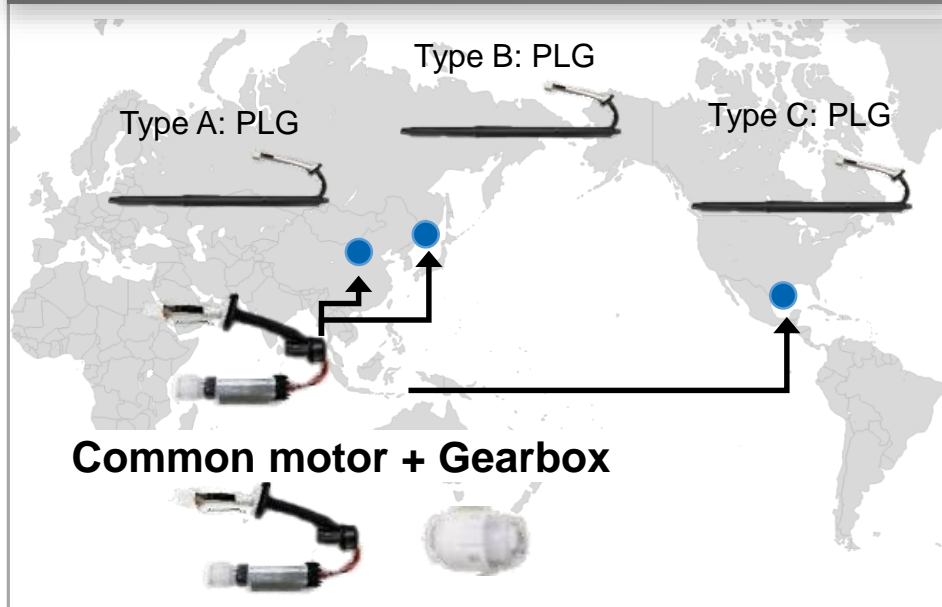
Current effort

Unitize motor, harness ASSY and gearbox, and intensively manufacture it

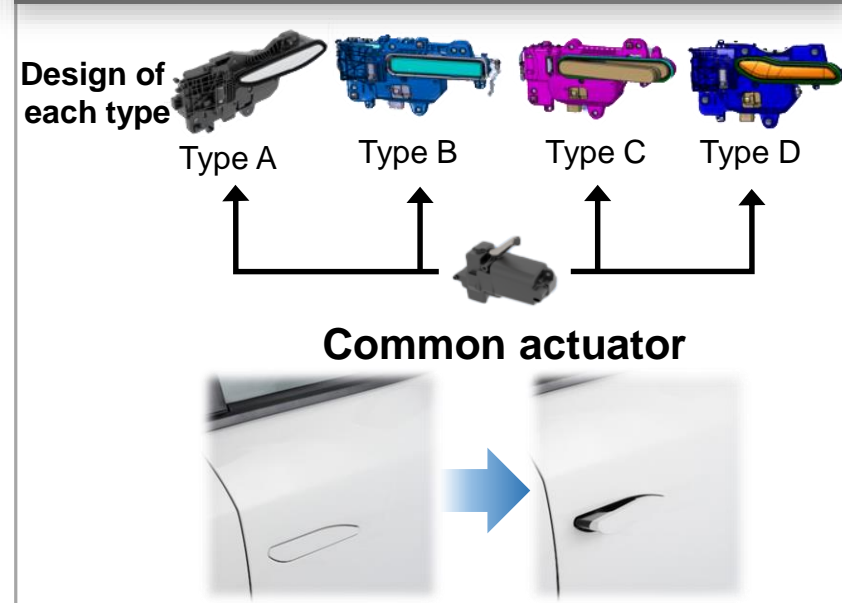
Development of common engine by using module and actuator

- ▶ Distinguish ourselves from the competitors by producing a motor gearbox with module and actuator, and reduce investment and manufacture products effectively for the access product business in order to strengthen cost competitiveness and expand our sales
- ▶ Contribute to the new INTEGRATION development with the motor business

Motor gearbox with module



Flash handle with common actuator





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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