

October 22, 2015

To whom it may concern:

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Company Name: Mitsubishi Heavy Industries, Ltd.  
Representative: Shunichi Miyanaga  
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**Minebea and MHI Agree to Jointly Develop ICT-Based Road Traffic Solutions  
for Phnom Penh, Cambodia, Smart City Plan**

Tokyo, October 22, 2015 – On October 22 Minebea Co., Ltd. (Minebea) and Mitsubishi Heavy Industries, Ltd. (MHI) signed a memorandum of understanding (MOU) to collaborate in the development of road traffic solutions based on information and communication technology (ICT) as part of a Smart City Plan for Phnom Penh which Minebea is now under promoting, in the Kingdom of Cambodia.

Minebea is currently undertaking the installation of approximately 9,000 high-efficiency smart LED street lights in five areas around Phnom Penh and Angkor Wat. The company plans to control the lights via a wireless network that will dim lighting automatically to enable significant reductions in energy consumption. The installation project is slated to be carried out within the framework of a Joint Credit Mechanism (JCM) established by the Ministry of the Environment Government of Japan. Minebea intends to promote the Smart City concept in Phnom Penh by enabling the street lights to also function as communication bases.

Toward realization of the Smart City concept, MHI will provide various technologies related to traffic control, and will jointly develop additional requisite technologies through close collaboration with Minebea.

Minebea is the precision components manufacturer engaged in the machinery components business such as ball bearings and electronic devices and components business including LED backlights used for smartphones, small-sized motors, etc. Minebea manufactures the miniature-sized ball bearings having the outer diameter of up to 22 mm in which the company has the largest global market share. On top of that, Minebea has kept trying to take new challenges and initiatives such as entering into the wireless communications business as well as the markets for lighting and sensors, and the like.

MHI is one of the world's leading heavy machinery manufacturers and operates more than 300 group companies in Japan and other countries. MHI's diverse lineup of products and services encompasses various power generation systems, including thermal power, nuclear power and renewable energy; space systems; aircraft; ships and transportation systems; industrial machinery and defense related equipment. In the area of road traffic control, MHI is proactively developing global business opportunities with a particular focus on ASEAN countries.

Going forward, MHI and Minebea will apply their advanced technologies to the development of countries and regions throughout the world.



Left: Hiroyuki Toda  
General Manager, ITS Strategic Business Unit  
Deputy Head of ICT Solution Headquarters

Right: Yoshihisa Kainuma  
Representative Director, President and Chief Executive Officer

## Outline of Minebea

|   |   |
|---|---|
| (1) Company name                              | Minebea Co., Ltd.   |
| (2) Location of head office                   | 4106-73 Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano   |
| (3) Representative                            | Yoshihisa Kainuma<br>Representative Director, President and Chief Executive Officer   |
| (4) Principal business line                   | Machinery components business,<br>Electronic devices and components business  |
| (5) Paid-in capital                           | 68,258 million yen (as of March 31, 2015)   |
| (6) Established                               | July, 1951  |
| (7) Financial closing date                    | March 31  |
| (8) Major shareholders and shareholding ratio | The Master Trust Bank of Japan, Ltd. (Trust Account):<br>7.64%<br>Japan Trustee Services Bank, Ltd. (Trust Account): 5.51%<br>Takahashi Industrial and Economic Research Foundation:<br>4.08%<br>(as of March 31, 2015) |
| (9) Total net assets (consolidated)           | 233,679 million yen (as of March 31, 2015)  |
| (10) Total assets (consolidated)              | 490,043 million yen (as of March 31, 2015)  |
| (11) Net sales (consolidated)                 | 500,676 million yen (Fiscal Year ended in March 31, 2015)   |
| (12) Number of employees                      | 3,852 (as of September 30, 2015) (Non-consolidated)<br>69,833 (as of September 30, 2015) (Consolidated)   |

## Outline of Mitsubishi Heavy Industries

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|---|---|
| (1) Company name                              | Mitsubishi Heavy Industries, Ltd.   |
| (2) Location of head office                   | 16-5 Konan 2-chome, Minato-ku, Tokyo  |
| (3) Representative                            | Shunichi Miyanaga<br>President & CEO  |
| (4) Principal business line                   | Energy & Environment,<br>Commercial Aviation & Transportation Systems,<br>Machinery, Equipment & Infrastructure,<br>Integrated Defense & Space Systems  |
| (5) Paid-in capital                           | 265,600 million yen (as of March 31, 2015)  |
| (6) Established                               | January 11, 1950  |
| (7) Financial closing date                    | March 31  |
| (8) Major shareholders and shareholding ratio | The Master Trust Bank of Japan, Ltd. (Trust Account):<br>4.32%<br>Japan Trustee Services Bank, Ltd. (Trust Account):<br>3.99%<br>The Nomura Trust and Banking Co., Ltd.<br>(Retirement Benefit Trust Account for The Bank of Tokyo-<br>Mitsubishi UFJ Ltd.):<br>3.72%<br>(as of March 31, 2015) |
| (9) Total net assets (consolidated)           | 2,120,014 million yen (as of March 31, 2015)  |
| (10) Total assets (consolidated)              | 5,520,357 million yen (as of March 31, 2015)  |
| (11) Net sales (consolidated)                 | 3,349,110 million yen (Fiscal Year ended in March 31, 2015)   |
| (12) Number of employees                      | 22,147 (as of March 31, 2015) (Non-consolidated)<br>80,583 (as of March 31, 2015) (Consolidated)  |
| (13) Relationship with Minebea                | Capital relationships & personnel relationships, etc.: None   |

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