

4. MinebeaMitsumi's Strengths

Centered on our ten core technologies, we will continue to pursue organic growth through the generation of synergies through **INTEGRATION** and our core/sub-core strategy.

We will combine and utilize ten **core technologies** refined by MinebeaMitsumi, such as ultra-precision machining technology and mass production technology, to evolve each of the **Eight Spear products** and create new business opportunities through the **INTEGRATION** and **recombination** of the evolved products. Furthermore, in addition to the **Eight Spears** core businesses, we are also developing "sub-core businesses" using our core technologies. We will maximize earnings from our sub-core businesses functioning as cash cows, as well as further enhance technologies. We plan to invest the created earnings to further enhance and grow our core businesses.

Three strengths which create difference expanding the realm of possibility



Ten core technologies



Core businesses (Eight Spears)

Definition of core business

- (1) Serve niche fields in massive markets
- (2) Capable of drawing on our ultra-high quality and ultra-precision machining technologies
- (3) **Not readily displaced even as a result of technological innovation**

The foundation of growth for analog semiconductors is complete due to integration with ABLIC. Ranking rose from 8th to 4th in the Eight Spears.

Sub-core businesses

Definition of sub-core business

- (1) Serve niche fields in massive markets (same as the core business)
- (2) Capable of drawing on our ultra-high quality and ultra-precision machining technologies (same as the core business)
- (3) **Potentially displaced due to technological innovation**

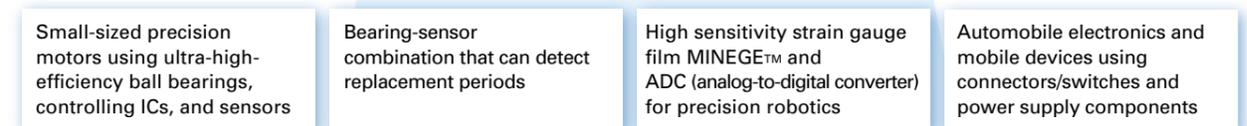
In the sub-core businesses, we are minimizing risk through initiatives that include keeping fixed costs to a minimum and taking accelerated depreciation method on investment, given potential for future displacement of such business.



(The diagram above conceptually portrays the Company's business operations as an SPA* floor plan. * 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.)

Generating synergies through the INTEGRATION

Example of generating synergies through the INTEGRATION



Creating value in various businesses

