

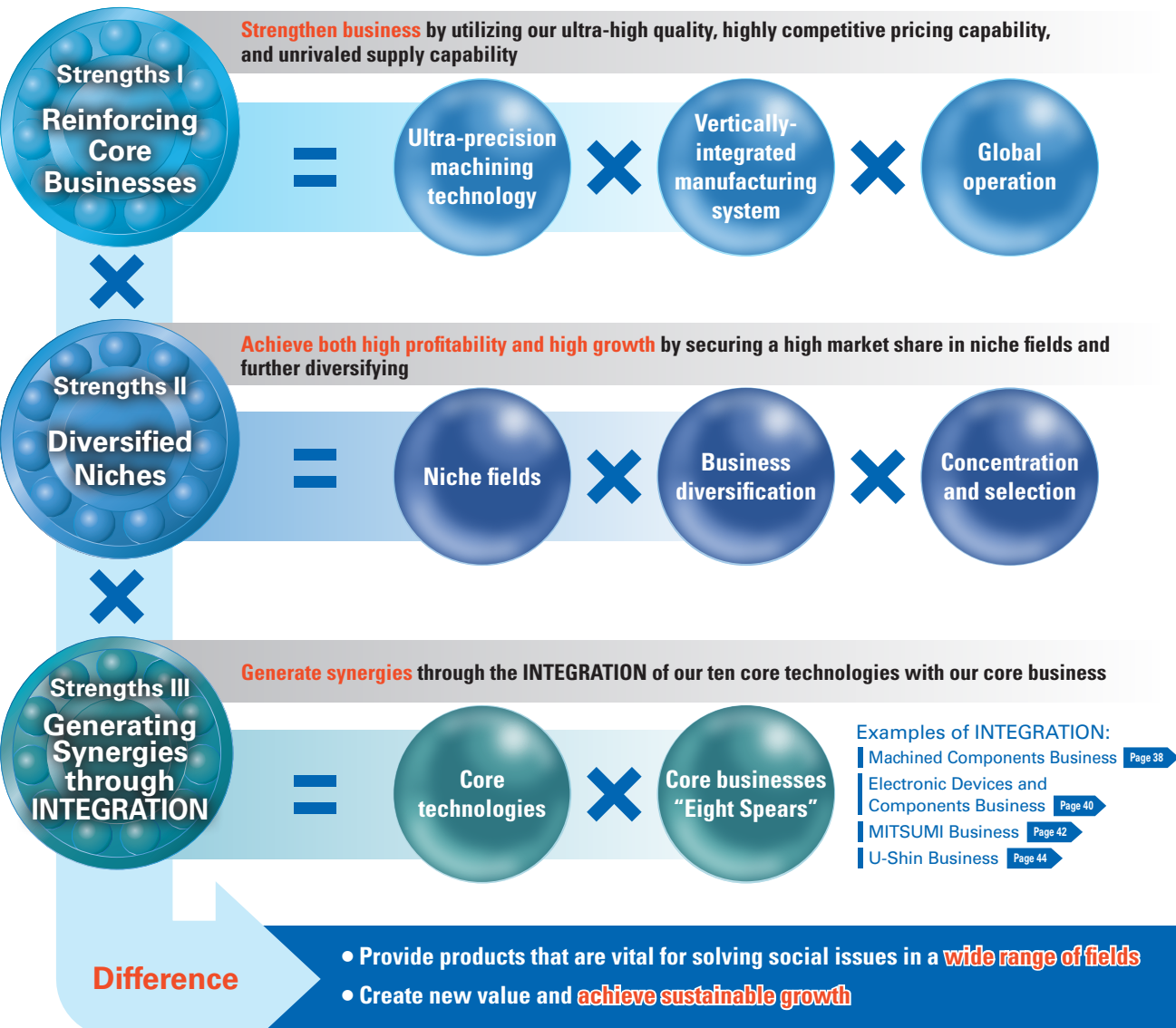
4. MinebeaMitsumi's Strengths

Three strengths create "difference" - expanding the realm of possibility

MinebeaMitsumi's sustainable growth is achieved through the three strengths we have cultivated since our foundation.

These strengths have been supported and strengthened by our respective competitive advantages.

By further combining these, we produce "differences" that cannot be found at other companies, and achieve sustainable growth.



Ten core technologies

Ten core technologies that MinebeaMitsumi has honed, including ultra-precision machining technology and mass production technology. By integrating and utilizing these, we will not only evolve each product, but also create new business opportunities through the INTEGRATION of evolved products.

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
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Core businesses "Eight Spears"

Our business can be divided into core businesses, sub-core businesses, and non-core businesses.

The definitions of core business and sub-core business are as shown below. We have already withdrawn from non-core businesses not applicable as core businesses or sub-core businesses, and at present do not have any business applicable as non-core.

Organic growth pursued with core and sub-core strategies

Definition of core business

(1) Serve niche fields in massive markets
(2) Capable of drawing on the strengths of the Company
(3) Not readily displaced even as a result of technological innovation
(4) Have synergy between products

The core businesses "Eight Spears" can be expected to also produce synergy through the combination of businesses.
The table below provides a list of combinations with core businesses expectable to produce mutual synergy.

	Bearings	Motors	Analog semiconductors	Access products	Sensors	Connectors/ switches	Power supply components	Wireless/ communications/ software
Bearings		○		○	○			
Motors	○		○	○	○	○	○	○
Analog semiconductors		○		○	○		○	○
Access products	○	○	○		○	○	○	○
Sensors	○	○	○	○			○	○
Connectors/ switches		○		○			○	○
Power supply components		○	○	○	○	○		○
Wireless/ communications/ software		○	○	○	○	○	○	

Definition of sub-core business

(1) Serve niche fields in massive markets (same as core businesses)
(2) Capable of drawing on the strengths of the Company (same as core businesses)
(3) Potentially displaced due to technological innovation
(4) Have synergy between products (same as core businesses)

Our current sub-core businesses include game-related and smartphone-related businesses.

Sub-core businesses contribute to the further strengthening and growth of the core businesses through the improvement of technological capabilities, the acquisition of new technologies, and the maximization of earnings as a cash cow. In addition, we are minimizing risk through initiatives including keeping fixed costs to a minimum and taking accelerated depreciation method on investment, given potential for future displacement of such business.

We will shift to core businesses in the long term, aiming to achieve both the reduction of earnings volatility and the improvement of risk management.

