

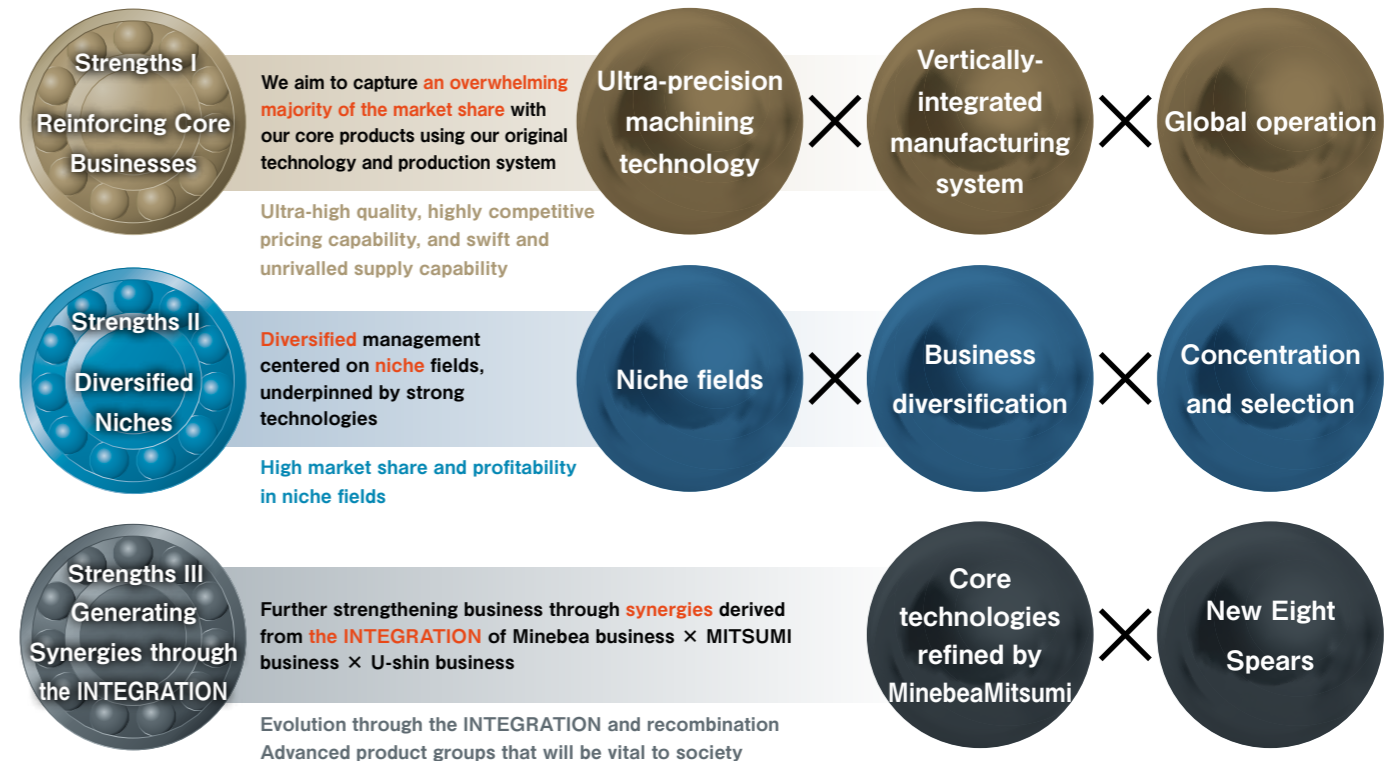
Chapter I Value Creation Story of MinebeaMitsumi

MinebeaMitsumi's Strengths

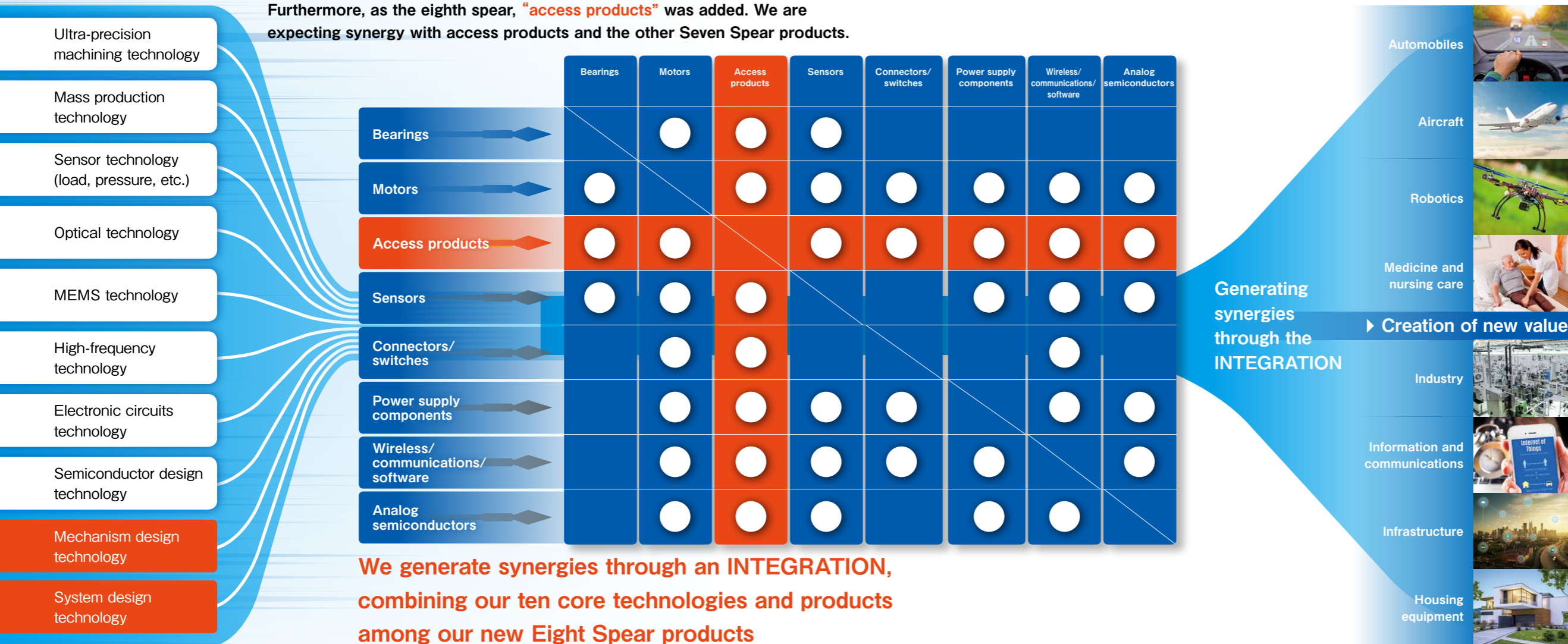
Three strengths expanding the realm of possibility to create difference

We will combine and utilize ten **core technologies** refined by MinebeaMitsumi, such as ultra-precision machining technology and large-scale production technology, to evolve each of the **Eight Spear products** and create new business opportunities through the **INTEGRATION** and **recombination** of the evolved products.

For example, by modularizing added value, such as sensors and wireless technologies with miniature and small-sized ball bearings, for which we have the largest global market share, we will provide unique products and services that have no equivalent anywhere in the world to play a part in the IoT society, where things are connected.



In the business integration with **U-Shin Ltd.**, we acquired two new core technologies, "**mechanism design technology**" and "**system design technology**." Furthermore, as the eighth spear, "**access products**" was added. We are expecting synergy with access products and the other Seven Spear products.



We generate synergies through an INTEGRATION, combining our ten core technologies and products among our new Eight Spear products

Example of generating synergies through the INTEGRATION

- Small-sized precision motors using ultra-high-efficiency ball bearings, controlling ICs, and sensors
- Bearing-sensor combination that can detect replacement periods
- High sensitivity strain gauge film MINEGE[®] and ADC (analog-to-digital converter) for precision robotics
- Automobile electronics and mobile devices using connectors/switches and power supply components