

3. Value Creation Model of MinebeaMitsumi

Sustainable growth based on three strengths and non-financial capital



MinebeaMitsumi's three strengths are **"Reinforcing Core Businesses," "Diversified Niches,"** and **"Generating Synergies through the INTEGRATION*."**

By refining these three strengths and generating synergies, we have created environmental and social value at the same time as economic value, thereby accumulating both financial and non-financial capital.

Using all such capital, we will further hone our three strengths to realize sustainable growth.

* INTEGRATION means "combining" rather than "simple gathering" of the Company's proprietary technologies to evolve the "Eight Spears" and to create new products in various fields through the INTEGRATION of our advanced technology.



We create environmental value, for example through the supply of environmentally considerate products such as ball bearings that reduce friction and increase energy efficiency. We also create social value through means such as raising awareness of agricultural workers in emerging countries and encouraging their participation in the latest technology fields. In this way, we achieve business activities that harmonize the resolution of social issues with the creation of economic value. Through these activities, we aim to realize the SDGs promoted by the United Nations.