

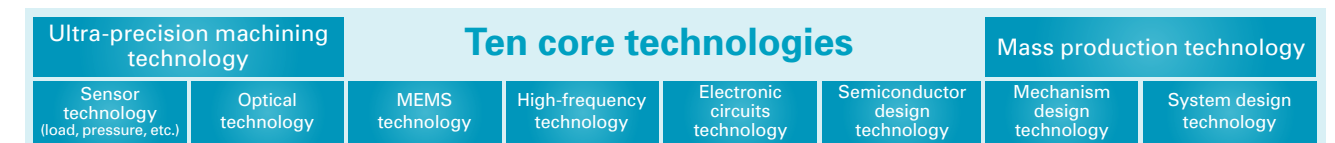
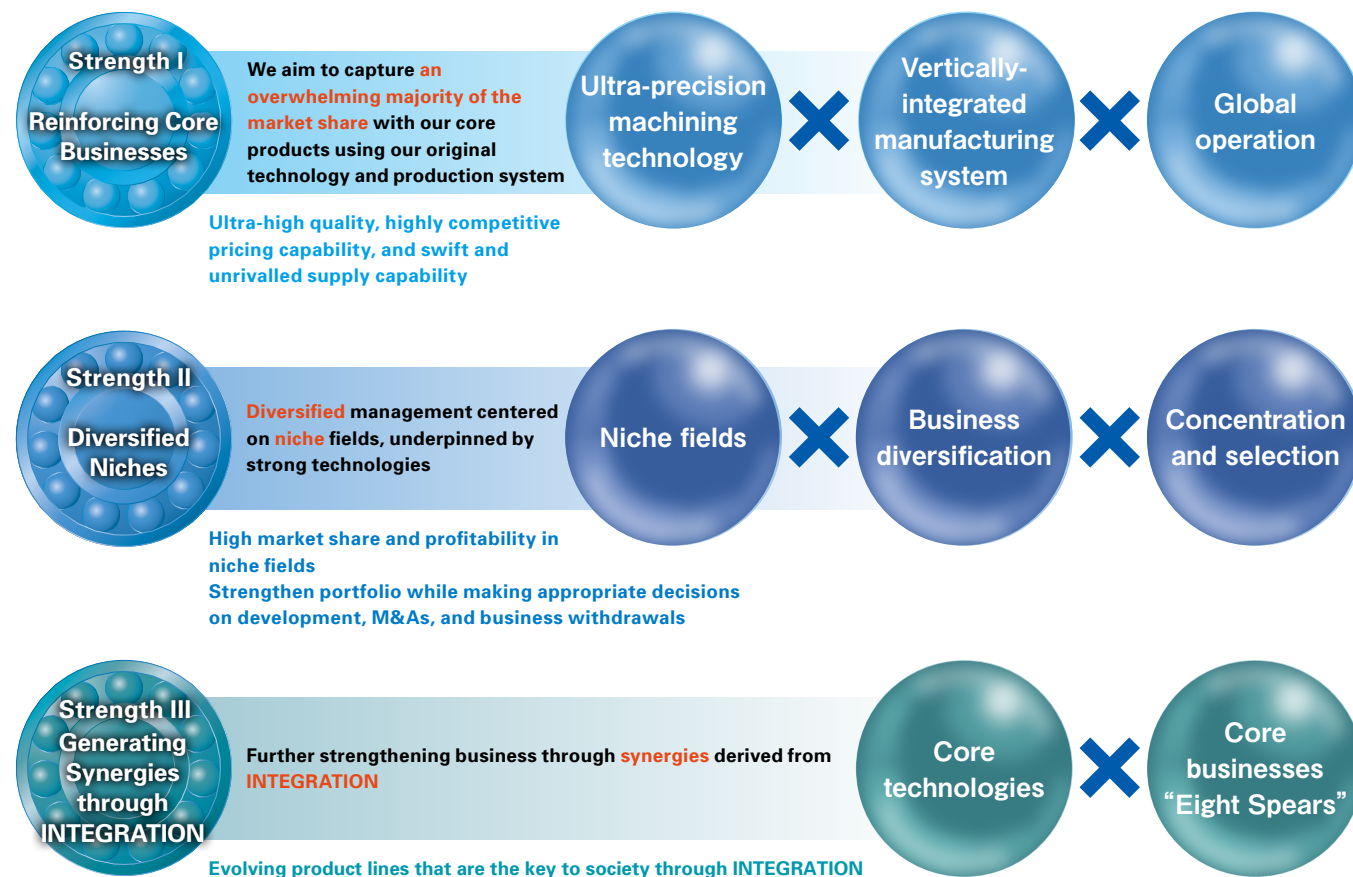
4. MinebeaMitsumi's Strengths

Centered on our ten core technologies,
we will generate synergies through INTEGRATION

We will pursue organic growth
through our core/sub-core strategy

By integrating and utilizing the ten **core technologies** that MinebeaMitsumi has honed, including ultra-precision machining technology and mass production technology, we will not only evolve each of the **Eight Spear products in our core business**, but also create new business opportunities through **the INTEGRATION** of evolved products. We are also developing sub-core businesses that utilize our core technologies. We will further enhance technologies and maximize earnings from our sub-core businesses functioning as cash cows. 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



Core businesses (Eight Spears)

Definition of core business



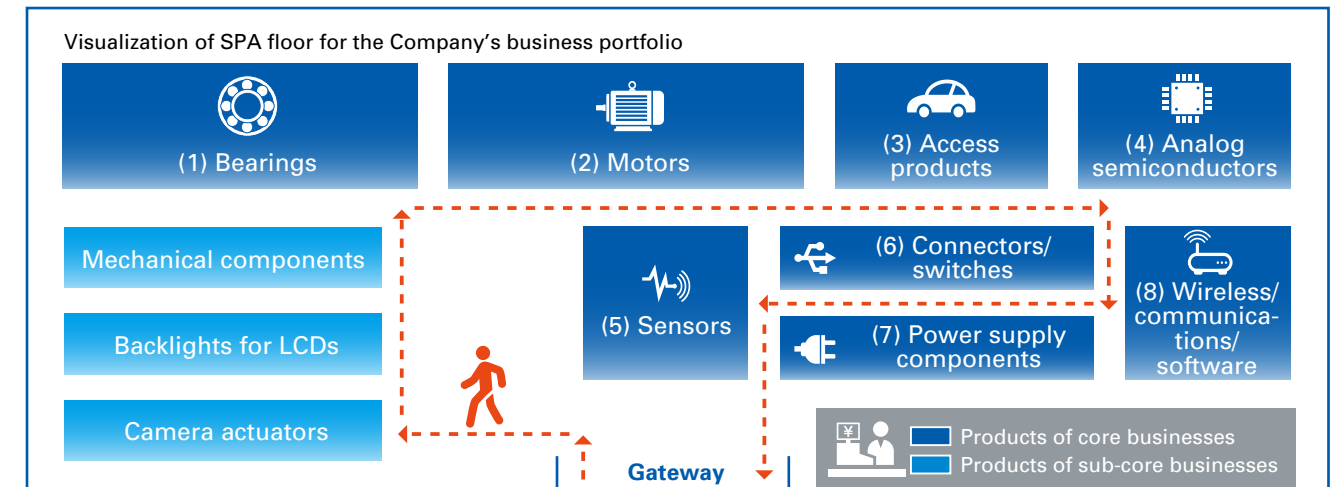
Sub-core businesses

Definition of sub-core business



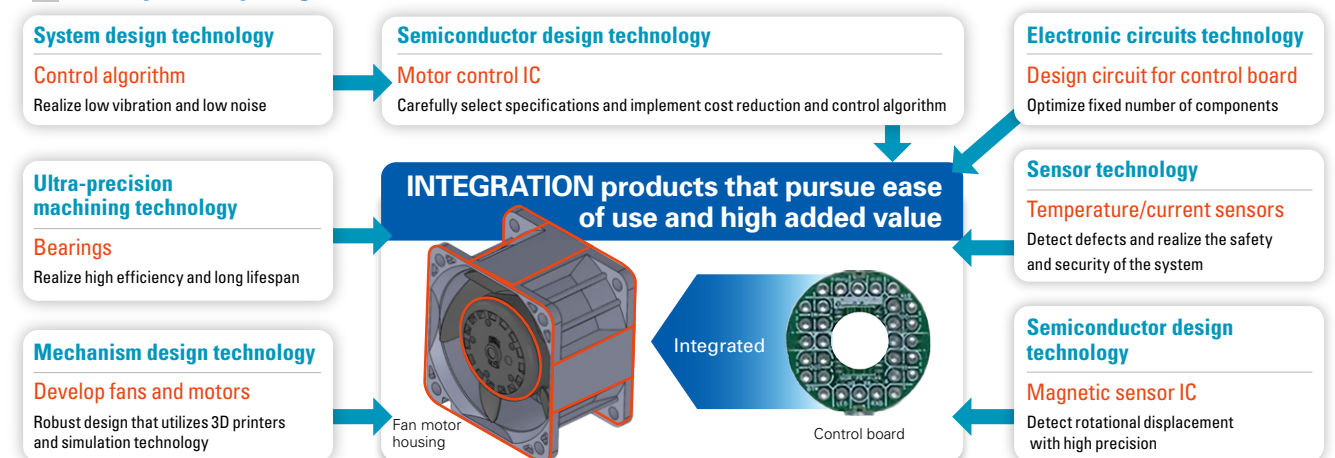
Create a product lineup that is centered on core businesses and fulfills customers needs

— Make MinebeaMitsumi's proprietary coordination possible through cooperation—



*SPA stands for Specialty store retailer of private label apparel, meaning a business model which entails selling related items of apparel using a vertically-integrated approach extending from planning to manufacturing and sales.

Example of synergies: Motor control



Realize motor control with ultra-high precision
through promotion of “INTEGRATION” activities

Creating value in various areas

