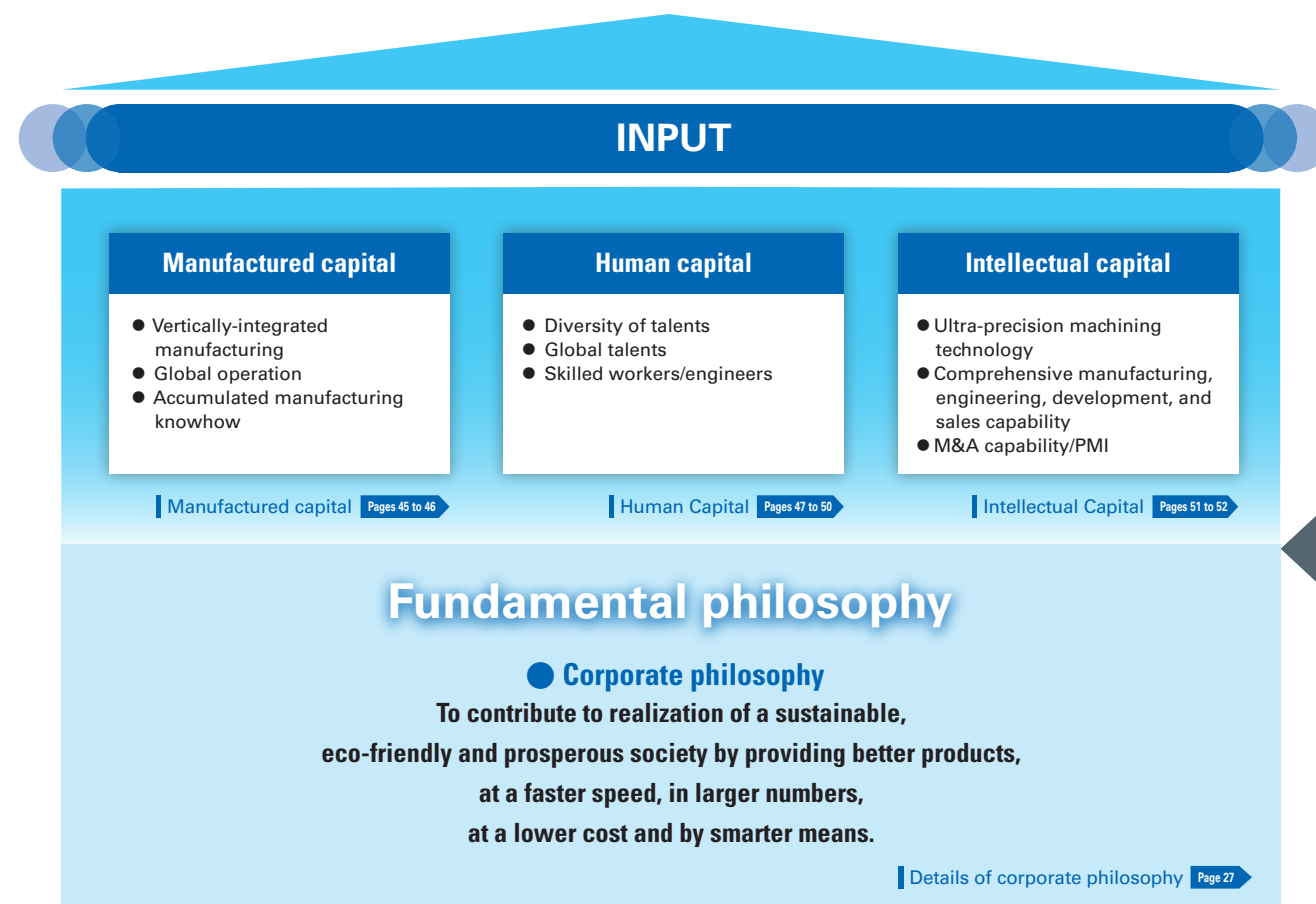
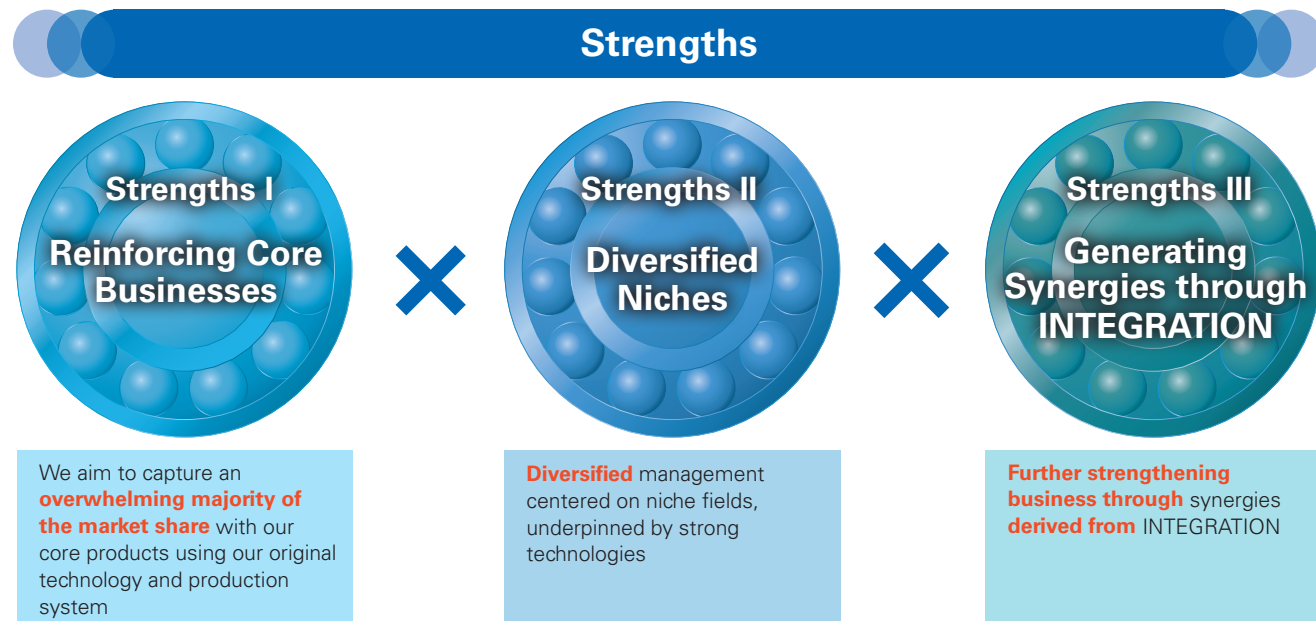


### 3. Value Creation Model of MinebeaMitsumi

## Sustainable growth based on three strengths and non-financial capital

MinebeaMitsumi's Strengths Pages 23 to 24



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

By combining these three strengths and creating synergies, we have created economic value as well as environmental and social value, and have accumulated financial and non-financial capital.

By leveraging these synergies and further refining our three strengths, we will contribute to solving social issues and aim to achieve sustainability as a company as well as sustainability for the earth and society.

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

