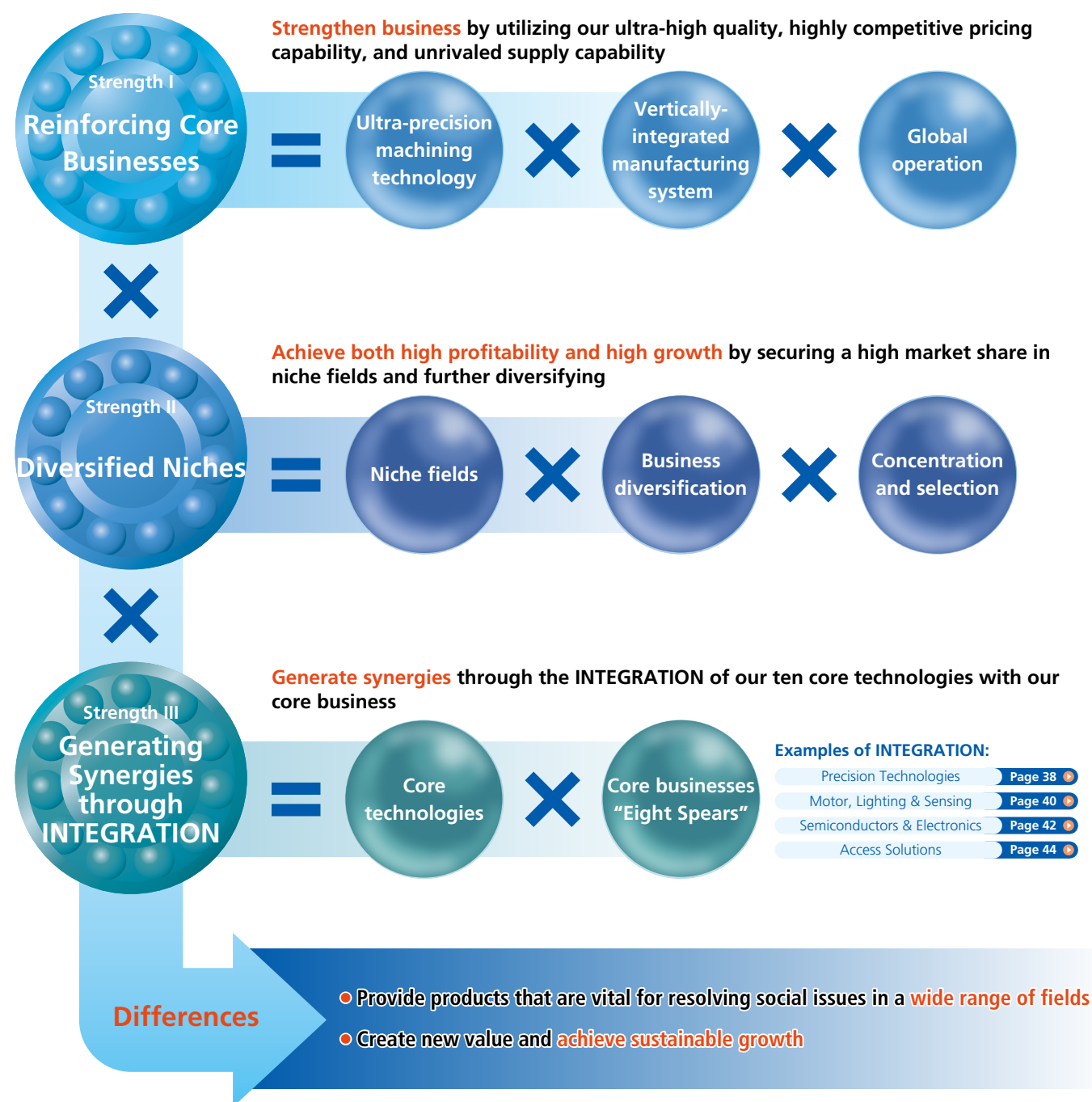


MinebeaMitsumi's Strengths

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.



Organic growth pursued with core and sub-core strategies

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 We have already withdrawn from non-core businesses not applicable as core businesses or sub-core businesses, and at present do not have any business applicable as non-core.

Definition of core business

(1) Serve niche fields in massive markets
(3) **Not readily displaced** even as a result of technological innovation

(2) Capable of drawing on the strengths of the Company
(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.

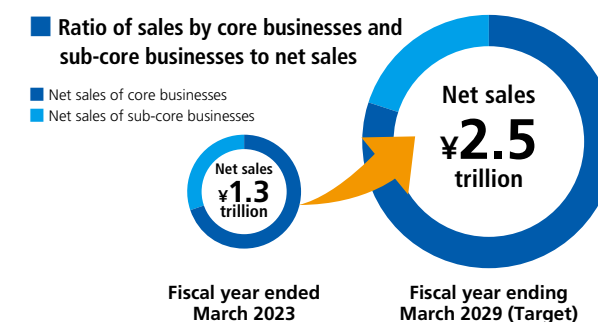
	Bearings	Motors	Analog semiconductors	Access products	Sensors	Connectors/switches	Power supply components	Wireless/communications/software
Bearings		○		○	○			
Motors	○		○	○	○	○	○	○
Analog semiconductors		○		○	○		○	○
Access products	○	○	○		○	○	○	○
Sensors	○	○	○	○			○	○
Connectors/switches		○		○			○	○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

Definition of sub-core business

(1) Serve niche fields in massive markets (same as core businesses)
(3) **Potentially displaced** due to technological innovation

(2) Capable of drawing on the strengths of the Company (same as core businesses)
(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.



INTEGRATION of Eight Spears (automotive example)

HMI
Human Machine Interface
Systems for tactile feedback

LATM
Limited Angle Torque Motor
High-speed, high-precision control of LiDAR mirrors

Camera connectors
Provide total solutions by addition of Honda Tsushin Kogyo, Minebea Connect, and MITSUMI

HVAC LIN
Heating, Ventilation, and Air Conditioning with Local Interconnect Network
Enhancing comfort features and efficiency of air conditioners

INTEGRATED Eight Spears

	Bearings	Motors	Analog semiconductors	Access products	Sensors	Connectors/switches	Power supply components	Wireless/communications/software
HMI		○	○		○	○		
LATM	○	○	○		○	○		
HVAC LIN	○	○	○					
Camera connectors						○		○