

Strengths of
Intellectual
CapitalGenerate new value by INTEGRATION formed by
internal alliances and M&A activities centered on
ultra-precision machining technology

MinebeaMitsumi is working to maximize synergies through INTEGRATION, combining the strengths of manufacturing, technology, development, and sales centered on ultra-precision machining technology. Furthermore, using M&A as a driver for speedy growth, we are producing synergies early on through our PMI (Post Merger Integration) endeavors. We continuously generate new and increased value by leveraging the strength of our intellectual capital.

Strength
1 Continually-refined, ultra-precision machining
technology

MinebeaMitsumi has devoted nearly seven decades to in-house development of ultra-precision machining technology and has reached its goal of producing 370 million units per month. The Company has developed cutting-edge processing technologies in-house, including machine cutting tools, specialty tools and production equipment, with environmental considerations that still make it possible to freely control dimensions on a nanometer level as well as providing consistent quality and process accuracy at all times.

As a components manufacturer, the Company also has established an unparalleled manufacturing framework geared to meeting market and customer needs by providing in-house development of new raw materials required for future products. We draw from our experience in ultra-precision machining technologies developed thus far and collected performance data and apply it horizontally to our machined components and other products which provides a large amount of data, "Big Data" to use.

At MinebeaMitsumi, we also contribute to the reduction of CO₂ emissions through our products. As a Company initiative, we are focusing on the development of high-precision bearings which will assist in the achievement of this goal. By further refining our ultra-precision machining technology and increasing the precision of our bearings, we effectively reduce friction thus increasing the energy efficiency of the bearings. For example, using the miniature ball bearings produced for fan motors, which is widely used to cool IT related electronic devices, will contribute to reducing approximately 1.496 million tons of CO₂ emissions.

Initiative to calculate volume of
avoided CO₂ emissions by product Page 59

We will continue to deepen our ultra-precision machining technologies to expand the effects of CO₂ emissions reduction and energy consumption reduction in the products we provide to our customers.

Strength
2 Capability by INTEGRATION of manufacturing, technology,
development, and sales

At MinebeaMitsumi, we develop new products and pioneer into new markets to resolve new social issues by closely intertwining manufacturing, technology, development, and sales by continuing to aggressively expand investment in research and development.

In 2022, we established two centers; 1) the Osaka Research and Development Center (ORDC) in February and 2) the Karuizawa Technology Center in May, as new development bases for engineers. Also we must mention our planned relocation of the Tokyo Headquarters (planned for the fiscal year ending March 2023). These changes reinforce the significance of enhancing the strength of our INTEGRATION efforts and will certainly add to the Company's 100th anniversary in 2051. In Osaka, we established MinebeaMitsumi Osaka at the same time as the Osaka Research and Development Center, consolidating the sales offices of MinebeaMitsumi, U-Shin, ABLIC now located at the same site.

Together with the INTEGRATION of MinebeaMitsumi's knowledge base, we will constantly challenge ourselves to further advance our underlying technologies. At the same time, we will continue to leverage the difference that transcends conventional wisdom to create vital components for society and new value through the INTEGRATION of wide-ranging core technologies and core businesses, which are unlike anything seen across the globe.



Karuizawa Technology Center

Osaka Research and
Development Center (ORDC)Strength
3 Maintain and improve M&A capability/PMI

As of August 2022, MinebeaMitsumi has acquired a total of 54 businesses, which includes 23 since April 2009, which has greatly strengthened its business portfolio.

Among them, we are focused on PMI, and by upholding the spirit of equality, we motivate the Group's members to rapidly generate synergies.

Interview with President of ABLIC Page 53

Strategies of
Intellectual
CapitalCreate new value by combining our ultra-
precision machining technologies with our core
technologies to promote development of new
products that contribute to resolving social issues

In order to support speedy growth of our core businesses, we will strengthen basic technologies and key technologies that improve the added value of products which will in turn increase competitiveness further by developing new products based on market needs.

We will also generate infinite synergies through INTEGRATION and focus on solving social issues and developing new products that meet the demands of the next generations.

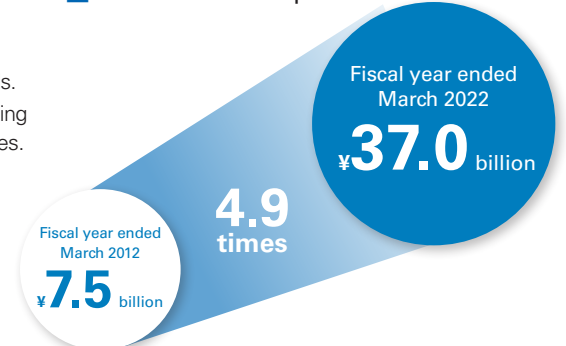
Strategy
1 Upgrade core technologies and roll out new products

Under its policy for technology development, MinebeaMitsumi is engaging in key strategies that involve:

- Expansion of key technologies (core technologies) essential for new product development that can be victorious in the market in the medium- to long-term periods.
- Creating new products by effectively leveraging Group synergies and actively promoting INTEGRATION initiatives. MinebeaMitsumi takes on the following important strategies. Moreover, in addition to these existing technology policies, we will engage in new product development with a heightened consciousness of social issues.

1. Expand the motor business
2. Bring about a paradigm shift with respect to the optical technology development product line
3. Expand the sensor business
4. Enter the robotics market
5. Connectivity with sights set on IoT
6. Improve added value of machined components
7. Collaborate with U-Shin
8. Collaborate with ABLIC

Trends in R&D expenses



New technology strategy that advances development of new products

In the Company's previous technological development strategy, the policy was to further broaden and strengthen core businesses through differentiation of the product lineup and strong key technologies to support this in addition to technologies that improve capabilities. However, we are now starting to take on challenges of developing new technologies and new products under our initiative to steadily achieve the Company's medium-term targets of 2.5 trillion yen in net sales and 250 billion yen in operating income.

More specifically, this calls for transforming the Engineering Development Div. itself through the optimization of technology development policies. Our approach to date has involved fine-tuning elemental technologies with a focus on technology and then commercializing such technologies and mass producing products by improving and enhancing these technologies. Meanwhile, prevailing

technological innovation and changing circumstances have given rise to the need for us to deliver maximum results in a shorter period of time.

As such, in order to continue to evolve with the development of new products and discover various needs inherent across a wide range of markets, we have recently been not only cultivating more powerful technology, but also have actively adopted a policy of promoting product development based on market needs. Furthermore, we will efficiently and swiftly proceed with the launch of new products that are essential to achieving the previously mentioned medium-term targets as well as the research and development for one-of-a-kind products by facilitating technical exchanges with external institutions, through industry-academia partnerships, thus strengthening our framework to enable young engineers to develop and propose new products.

Strategy
2 Shape portfolio of intellectual property that supports business growth

The MinebeaMitsumi Group maintains ownership of over 8,000 patents in its portfolio as illustrated below. We have effectively assembled a portfolio that covers the Group's main businesses centered around the Core Businesses, drawing on complementary offerings of MinebeaMitsumi, MITSUMI ELECTRIC, U-Shin, and ABLIC.

