

We will utilize DX for the realization of our corporate philosophy, and dramatically improve our ability to execute business

The MinebeaMitsumi Group will utilize DX as an effective means to realize its corporate philosophy, with the target of increasing productivity to the highest level in the industry in all business units within the Group. For those reasons, the Group is promoting AI and DX as a measure to enhance management capital.

Overview of activities

Step4 Utilization of DX as an effective method

Step3 Digital integration

- Integration of handwritten information, silos, and fragmented data
- Transformation of data into valuable resources

Step2 Effective use of data

- Creation of IT according to changes in society and technology
- “Visualizing data” in real time, and providing it
- Support for speedy management based on the latest conditions and analysis of the facts

Step1 Reform for growth and development

- Burning passion for growth
- Providing values, fast

The role of DX is **operational reform**. We will create a personnel management system for utilizing personnel information in management and unify personnel information. We will also improve operational efficiency and establish linkages with manufacturing data through the introduction of cloud-based sales force automation (SFA) and customer relationship management (CRM) platforms. Through these initiatives, we will **use DX to realize a consistent workflow** from manufacturing to sales.

Our awareness of issues aimed at the promotion of DX and the status of solutions/ responses are as follows.

Issue	Status of solution/response	
Employees' acceptance of digital technology	Increasing employees' acceptance of digital technology	• Employees' acceptance of digital technology and digital literacy is improving through the introduction of a business communication tool, etc
		• The momentum and speed of reform is increasing through the development of digital human resources
		• A system that can focus on clarifying objectives has been established by working with each workplace
System efficiency	Pursuing system efficiency	• Emphasis on the efficiency of actions of data access, analysis, and analysis results
		• Creating a new business model assuming the utilization of data
		• Consideration to provide available value by promoting DI (data integration) that leads to DX
Security issues	Security measures	• Establishment of an operating environment aimed at utilization of the cloud
		• Early implementation of zero trust security measures (Taking a variety of measures by assuming that no communication can be trusted)

Comment from CDXO (Chief Digital Transformation Officer)

We will create a new business model while promoting zero trust security measures

The AI & DX Promotion Division launched by me alone in August 2020 has grown to a division with 15 people in one year.

By fully utilizing DX as an effective method, we will contribute to the development and growth of the Group with the goals of realizing the Group's corporate philosophy and increasing productivity to the highest level in the industry in all business units.

Over approximately nine months since the division was launched, we have introduced a cloud-based business communication tool, launched an e-Learning platform service, the MinebeaMitsumi Academy, promoted sharing of knowledge among employees, and significantly contributed to digital acceptance. Furthermore, while promoting zero trust security measures\*, we plan to accelerate linkages of internal data accesses and analysis results to actions, and formulate new business models assuming the sharing and effective utilization of data within the Group, and the avoidance of overlapping work.



CDXO  
Togo Sanai

\* Zero trust is a security approach that takes measures by assuming that nothing can be trusted. It has evolved from the conventional security measures of trusting the “inside” and not trusting the “outside” to something stricter.

DX that provides values to customers and stakeholders

Creating new business models leading to the resolution of social issues

We will closely work with the DX ambassadors assigned by the Group's business headquarters and business divisions. We aim to utilize the latest technologies such as IoT, AI, and 5G to create new business models such as subscription models for precision components which requires a high level of technological capability.