

Strengths of  
Intellectual  
Capital

## Generate new value by INTEGRATION formed by internal alliances and M&amp;As centered on ultra-precision machining technology

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

## Strength 1 Ultra-precision machining technology

MinebeaMitsumi has devoted nearly seven decades to in-house development of ultra-precision machining technology and achieved monthly production volume of 345 million units. The Company has completed development of its cutting-edge machining technology in-house, which encompasses everything that makes it possible to freely control the processing measurements of orders on the nanometer level and consistently maintain quality of machine precision, from cutting tools for machining, specialty tools, and production equipment, to the environment.

As a components manufacturer, the Company has furthermore established an unparalleled manufacturing

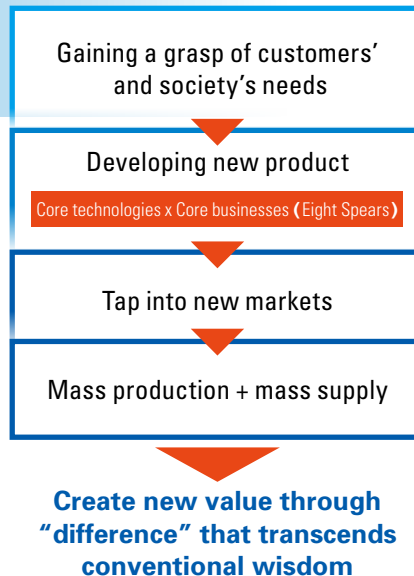
framework geared to meeting market and customer needs by undertaking in-house development of applied raw materials and engaging in basic development of new raw materials required for future products. We draw on our experience in ultra-precision machining technologies developed thus far and our performance data, and apply it laterally in-house in the form of robust big data to our machined components and other products.

We will continue to polish our ultra-precision machining technology and expand the effect of CO2 emission reduction/energy consumption reduction and company products provided to customers through INTEGRATION.

## Strength 2 Capabilities for INTEGRATION of manufacturing, technology, development, and sales

By closely intertwining manufacturing, technology, development, and sales, it is possible for MinebeaMitsumi to tap into new markets and achieve speedy new product development that meets the needs of customers and society in these changing times.

The difference that transcends conventional wisdom through the INTEGRATION of wide-ranging core technologies and core businesses that are unlike anything seen across the globe will continue to produce new value.



(Japanese only)

Integrate U-Shin Group's lock technology with the IoT technology of MinebeaMitsumi to develop and sell smart locks! Taking on the challenge of a BtoC business.

U-Shin Showa  
SADIOT LOCK



## Strength 3 Maintain and improve M&amp;A capability/PMI

MinebeaMitsumi has been strengthening and reviewing its business portfolio through 51 total M&As as of August 2021, in particular accelerating such efforts with 20 M&As since April 2009.

The Company has been focusing on PMI to boost the

motivation of members joined the Group to the same level as current members and generate synergies early on.

Pages 51 and 52 present an interview with President Ishiai of ABLIC, which joined the MinebeaMitsumi Group in 2020.

Strategies of  
Intellectual  
Capital

## Create new value by combining our ultra-precision machining technologies with our core technologies to add values to products and promote development of new products

In order to support speedy growth of our core businesses, we will strengthen basic technology and key technology that improve the added value of products and increase competitiveness. We will also generate synergies through INTEGRATION and focus on developing new products that meet the demands of the next generation.

## Strategy 1 Upgrade core technologies and roll out new products

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

- Expanding key technology (core technology) required for new product development that can be victorious in the market in the medium- to long-term, and
  - Promoting launch of new products by effectively leveraging Group synergies.
- Based on these goals, MinebeaMitsumi takes on the following important strategies. We are also focused on strengthening capabilities for environment-friendly products and new product development.

- Expand the motor business
- Bring about a paradigm shift with respect to the optical technology development product
- Expand the sensor business
- Enter the robotics market
- Connectivity with sights set on IoT
- Improve added value of machined components
- Collaborate with U-Shin
- Collaborate with ABLIC

Fiscal year ended  
March 2011  
¥7.8 billion

4.1 times

Fiscal year ended  
March 2021  
¥32.1 billion

Trends in R&D expenses

Smart City Solutions



Contributes to energy reduction by adjusting LED streetlamps by wireless controls. Various data, including temperature, humidity, brightness, and rainfall, can be acquired by adding an environmental sensor. This data is being utilized by national and local governments in and outside Japan.

## Strategy 2 Shape portfolio of intellectual property that supports business growth

The MinebeaMitsumi Group maintains ownership of over 9,000 patents. In terms of intellectual property, the portfolio is shaped with MinebeaMitsumi, MITSUMI ELECTRIC, U-Shin, and ABLIC complementing one another. We plan to continue to focus on acquiring intellectual property that supports the growth of the Group business.

