

# Build a utopia where engineers can create products that contribute to the resolution of social issues

## INTEGRATION of know-how: Expand development sites in Japan and globally

MinebeaMitsumi is expanding its development sites in order to accelerate the evolution of products that contribute to the resolution of social issues. Following on from the Osaka Research and Development Center (ORDC) in February 2022, we opened the Karuizawa Technology Center at the head office, which is the mother plant, in May. We are also establishing development sites globally, speedily responding to the demands of each region at the Company's R&D centers in Europe and China. At the MinebeaMitsumi Tokyo X Tech Garden, to which we will relocate in March 2023, we will attract diverse talents and accelerate new product development, aiming to make a "profit center" that will generate even more profit as the "ideal environment for engineers - a utopia".

**Karuizawa Technology Center**  
 Promote development of machined components



**MinebeaMitsumi Tokyo X Tech Garden**

- Taking advantage of geographical location to secure excellent talents  
 - **Activate INTEGRATION of talents**
- Tempering the "Eight Spears" of our core businesses and creating additional spears
- Thoroughly pursuing technological synergies  
 - **Complete the Group's post-merger integration (PMI)**




**Osaka Research and Development Center**  
 Promoting development and sales in the Kansai region  
 Strengthening the platform of IoT solutions



Intellectual Capital Page 51

**Semiconductor Development Center**  
 Strengthening design and development capabilities for analog semiconductors and mixed-signal semiconductors



**Global development sites**  
 Responding to needs of each region with speed



MinebeaMitsumi Technology Center Europe GmbH



MinebeaMitsumi Technical Service (Suzhou) Ltd. (China)

**Co-operating with universities, colleges and research institutions outside the Company**

## INTEGRATION of talents: strategy to realize growth

We will drive growth using three talent strategies for the realization of our targets for the fiscal year ending March 2029.

**Talent strategy 1** Developing and acquiring leaders

Strengthening leaders who can enhance and evolve the business with their ability to think big and execute with a strong sense of vision

**Talent strategy 2** Developing and acquiring engineers

Strengthening engineers who can boldly take on the challenge of the resolution of social issues through the deepening and INTEGRATION of technology

**Talent strategy 3** Maximizing the power of the organization through the INTEGRATION of talents

A talent management system that allows each individual to maximize their potential

Message from Officer in Charge of Human Resources Development Page 9 | Human Capital Page 47

# can create products that contribute

Creating a "profit center" that realizes net sales of 2.5 trillion yen and operating income of 250 billion yen through the **INTEGRATION** of diverse know-how and "talents."

Heading towards the Company's 100th anniversary with our strength, a refined "physique" = manufacturing capability  
 Thoroughly nurture the "brain" = development, and the "face/arms" = sales capability

Brain = Development

Face/arms = Sales

Physique = Manufacturing  
 Manufactured capital Page 46

Fiscal year ending March 2029

Net sales

**¥2.5 trillion**

Operating income

**¥250 billion**

2051 Celebrating the **100th anniversary**

Likening "physique" to manufacturing capability, "brain" to technological capability and "face/arms" to sales capability for manufacturing, the Company has thoroughly honed manufacturing capability = "physique" during its 70-year history. For our 100th anniversary, the Company will strengthen its technological development and sales capabilities, which are the "brain" and "face/arms," in order to create products that contribute to the resolution of social issues.

### CONTENTS

CEO's Message	3	Chapter I Financial Strategy and Capital Policy	11
<b>Organic growth and M&amp;As, as well as developing products aimed at the resolution of social issues will accelerate growth</b>		CFO's Message	
Message from Officer in Charge of Human Resources Development	9	Chapter II Value Creation Story of MinebeaMitsumi	17
		Chapter III Activities for Value Creation	35
		(Strategies by Business/Strengthening of Non-financial Capital/Interview with President of ABLIC/Promotion of AI & DX)	
		Chapter IV Initiatives to Support Value Creation	57
		(Initiatives for the Environment, Initiatives for Society, Outside Directors and Officers in Charge of Human Resources Development in Roundtable Discussion, Corporate Governance)	