Build a utopia where engineers 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**



MinebeaMitsumi **Tokyo X Tech Garden**

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



Development Center Promoting development and sales in the Kansai region
Strengthening the platform of IoT

Intellectual Capital Page 51

Global development sites

Responding to needs of each region with speed







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.

eveloping and acquiring leaders

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

elopment Center ngthening design and elopment capabilities for

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

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



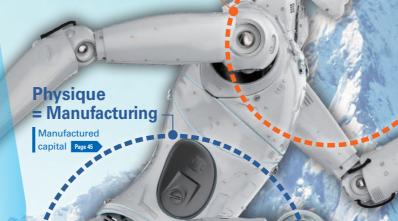
can create products that contribute

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



Fiscal year ending March 2029

Net sales

¥2.5 trillion

Operating income

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

Organic growth and M&As, as well as developing products aimed at the resolution of social issues will accelerate growth

Message from Officer in Charge of Human Resources Development

Financial Strategy and Capital Policy CFO's Message

Chapter II Value Creation Story of MinebeaMitsumi Chapter III Activities for Value Creation

(Strategies by Business/Strengthening of Non-financial Capital/Interview with President of

Chapter IV Initiatives to Support Value Creation (Initiatives for the Environment, Initiatives for Society, Outside Directors and Officers in Charge of Human Resources Development in Roundtable Discussion, Corporate Governance

ABLIC/Promotion of AI & DX)

1 MinebeaMitsumi Group Integrated Report 2022 MinebeaMitsumi Group Integrated Report 2022