

We are committed to DX* for the realization of our corporate philosophy and dramatic improvement of our business processes.

The MinebeaMitsumi Group utilizes DX to realize its corporate philosophy, with the target of increasing productivity to the highest level. We will continue to promote the use of AI and DX to enhance management capital.

* Digital transformation

Managing Executive Officer
Chief Digital Transformation
Officer (CDXO)
In charge of AI & DX Promotion
Division and
IT Services Division
Togo Sanai



01 Strategy

DX strategy in line with our corporate philosophy

- Continuing assessment of our strategy and its impact on our digital journey
- Qualitative and quantitative measurement of our progress

02 Organization & Resources

Defining, securing and developing digital talent as a DX specialized organization

- Establishment of the MinebeaMitsumi Specialist Certification Program for IT engineers; proposals for skill competencies and career paths including architect, data scientist, security specialist, etc., and support for career planning

03 Technology

Introduction of the latest digital solutions, process-building and shared insights

2022

- Develop AI solution "MinebeaMitsumi Healthcare Platform"
- Develop HR solution "MinebeaMitsumi Human Capital (tentative name)"
- Develop "MinebeaMitsumi Customer Success (tentative name)" for more efficient sales operations
- Accelerate re-training of IT engineers through a specialist certification program

3

**August 2020-
Established AI & DX Promotion Division (August)**

Began full-scale use of the "Cisco Webex" video conferencing app

1

2023 onward

- Service launches planned
 - "MinebeaMitsumi Healthcare Platform"
 - "MinebeaMitsumi Human Capital"
 - "MinebeaMitsumi Customer Success"
- Improved sales forecasts (demand and sales forecasting) using AI
- Providing DX to maximize efficiency improvements at production sites
- Consideration of linkage between DX solutions and each legacy system, etc.

4

2021

- Introduced the Slack digital workspace
- Launched the MinebeaMitsumi Academy e-learning platform
- Recommended security measures to support DX
- Began using the Box cloud storage service
- Automated conversation programs utilizing AI (artificial intelligence)
 - Launched the "AI Chatbot for Recruiting"
 - Launched the "AI Chatbot for e-commerce"
- Began the introduction of Okta to support zero-trust security

2

Strengthen the HR database to contribute to talent utilization

Human Capital Management for Training, Promotion, Allocation, & Retention



Restructure the sales platform to achieve business expansion

- Accomplish the ideal sales scheme through introducing novel sales platform
- Achieve sales of 2.5 trillion yen and a profit margin of 10% in fiscal 2029 through extreme deal management and behavior management of sales representatives

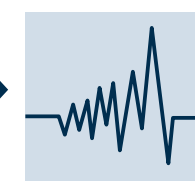


Solutions utilizing AI aim to contribution to resolve social issues

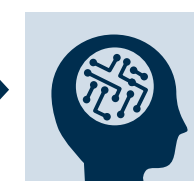
Bed Sensor System™



Our bed sensor product



Measurements using the bed sensor



AI modeling



Assess health status utilizing AI technology

Reduce the burden of elder-care nursing, and provide users and their families with safety and security

Contributing to the resolution of social issues through the fusion of cutting-edge technologies and IoT devices

- Challenging novel technological development to support health care using non-contact and non-invasive sensors
- Using AI technology to assess the user's state of health utilizing data collected from the bed sensor

