

Access Solutions (AS)

Work to maximize synergies from business integration and boost competitiveness as a Tier-1 business

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Core competencies

Our core competency is our broad knowhow, from the development and design phases through production for systems, in a wide range of automotive applications—from mechanical structures to electronic technology and even software. The merger with Minebea AccessSolutions (formerly Honda Lock) has strengthened synergy in the access product business, expanded sales of Tier-1 business by tapping into different customer bases, and enhanced our global operations development.



Minebea AccessSolutions' Miyazaki Plant

Opportunities

- Shift to high value-added products in response to the electrification and advanced functionality of automobiles.
- Expansion of the digital key market due to the shift to connected cars.
- Increase in the number of parts per vehicle due to higher value-added door handles, latches, power closure systems, door mirrors, and similar applications.
- Expansion of Tier-1 business.

Risks

- Increased competition and its impact on pricing strategies.
- Production adjustment by automobile manufacturers due to economic trends and difficulty in procuring parts.
- Possibility that automobile manufacturers will prefer existing products due to factors such as safety and commonality of parts and functions.

Responding to opportunities and risks

- Implement structural reforms to shift from low-priced products to high value-added products.
- Accelerate the development of high-end products for luxury car manufacturers by increasing the presence of our technologies.
- Develop common engines through our unique modularization and actuator technology.

Overview of the fiscal year ended March 2023

Sales increased due mainly to the contributions from Minebea AccessSolutions, which became a consolidated subsidiary on January 27, 2023, as well as a recovery in sales to the automotive industry. Due to income from negative goodwill, net sales were 194.7 billion yen, operating income was 22.3 billion yen, and operating margin was 11.5%.

* Operating income excluding special factors of 2.1 billion yen, operating margin of 1.1%

Outlook for the fiscal year ending March 2024

We will make steady progress in structural reform of the European business, and increase sales and profitability by maximizing our Tier-1 business, including newly integrated Minebea AccessSolutions.

Midterm Business Plan

Significant earnings improvement due to market recovery and integration effects

Main points

- 1 Realization of structural reform effects supported by market recovery
- 2 Cost reduction through integration
- 3 Accelerate shift to high value-added products
 - (1) Compact spindle drive
 - (2) Flush handle
 - (3) e-latch
 - (4) Charge port door

Strategy for "Becoming the one-of-a-kind supplier through INTEGRATION"

In MinebeaMitsumi's Access Solutions Business, business integration has enabled us to strengthen the lineup of products that we deliver directly to automotive OEMs as a Tier 1 manufacturer.

The increasing electrification of vehicles is also creating a wider range of applications that can benefit from the Company's product INTEGRATION. For example, the charge port door used to charge EVs combines actuator, strain gauge, and kinematics technologies to achieve high added value. Door handles have also been developed as a MinebeaMitsumi Group's INTEGRATION product, which include antennas, sensors, strain gauges, motors and other technologies, and this product has a proven track record in the market. In the development of door handles, spindle motor engineers in Germany worked together with U-Shin engineers to promote INTEGRATION of talents as well.

By increasing our offerings as a Tier-1 business, we are able to sell products together and provide a wide range of solutions to our customers' issues.



Charge port door



Actuators

Strain gauges

Developing products and supplying components for solving social issues

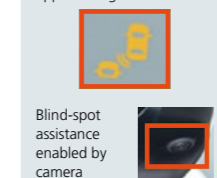
Door mirrors have been added to the lineup of the Access Solutions Business as a result of the merger with Minebea AccessSolutions. The door mirrors have high stiffness and vibration performance so that rearward visibility is not obstructed even when driving at high speeds or on rough roads. They also operate quietly when folding or adjusting the mirror surface. With the trend toward electrification and higher functionality in automobiles, particularly in high-end models, shifting from blind-spot monitoring with auxiliary cameras and indicators to blind-spot assistance with eMirrors, which utilizes cameras and other control devices, is attracting attention. As the need for improved safety performance is increasing in response to autonomous driving, the opportunities to use our sensors and actuators for sensing peripheral information and capturing digital visibility are also expanding. In addition, we have to strike a balance between the increasing number of components mounted on vehicles and energy conservation. We will leverage the Group's INTEGRATION capabilities to improve

aerodynamics by incorporating antennas and contribute to thinner bodies, cameras, and harnesses by utilizing our precision technologies.



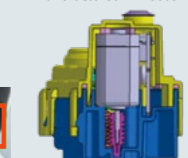
Promoting New Value Realization

Responding to safety needs
Blind-spot indicator alerts the driver to a vehicle approaching from behind



Blind-spot assistance enabled by camera

Responding to marketability needs
Silent sound actuator designed and manufactured in-house



Energy saving, etc.
Utilization of Group-owned technology

- Motors
- Connectors and harnesses
- Cameras
- Antennas
- Hardware and software