

Intellectual capital

With ultra-precision processing technology at its core, MinebeaMitsumi works to maximize synergies by INTEGRATION of our strengths in manufacturing, technology, development, and sales. Furthermore, using M&A as a driver for rapid growth, we are producing synergies early on through our Post Merger Integration (PMI) endeavors. We continue to generate new and increased value by leveraging the strength of our intellectual capital.

Strengths of Intellectual Capital

- Ultra-precision machining technology
- Capability by INTEGRATION of manufacturing, technology, development, and sales
- M&A capability/PMI

Strengths of Intellectual Capital

Strength 1 Continually-refined ultra-precision machining technology



MinebeaMitsumi has devoted itself for more than seven decades to development of ultra-precision machining technology and has reached its goal of producing 370 million units of ball bearings per month. The Company has developed its cutting-edge machining technology in-house, including everything necessary to fully control processing measurements on the nanometer scale and maintain consistent machine precision and quality, from cutting tools for machining, specialty tools, and production equipment, to the environment.

The Company also has established an unparalleled manufacturing system able to meet market and customer needs by providing in-house development of new raw materials required for future products. Our experience in and accumulated performance data from ultra-precision machining we have developed thus far provide a vast database for the Company to draw on to apply to our machined components and other products.

At MinebeaMitsumi, we also contribute to the reduction of CO₂ emissions through our products. As a Company initiative, we are

focusing on the development of high-precision bearings which will assist in the achievement of this goal. By further refining our ultra-precision machining technology and increasing the precision of our bearings, we effectively reduce friction thus increasing the energy efficiency of the bearings.

For example, using precision ball bearings for fan motors, widely used to cool IT related electronic devices, could eliminate approximately 1.424 million tons* of CO₂ emissions. (According to the Company's research)

[Initiative to calculate volume of avoided CO₂ emissions by product](#) Page 59

To help solve social issues, we will continue to upgrade our ultra-precision machining technologies to expand opportunities to reduce CO₂ emissions and energy consumption in the products we provide to our customers and our own INTEGRATION products.

Strength 2 Power of INTEGRATION of manufacturing, technology, development, and sales

At MinebeaMitsumi, we develop new products and pioneer new markets to resolve social issues by INTEGRATION of manufacturing, technology, development, and sales, and by aggressive investment in research and development. As a foundation to support these strategies, we will secure talented human resources for the future, invigorate internal exchanges, and implement INTEGRATION and strengthen the Company's proprietary technologies at the Tokyo X Tech Garden.



Strength 3 Maximize synergies through M&A capabilities and PMI

As of August 2023, MinebeaMitsumi has acquired a total of 55 businesses, including 24 since April 2009, in an effort to strengthen its business portfolio. In the fiscal year ended March 31, 2023, the Company completed four M&A transactions: two in connectors, one in access products, and one in semiconductors.

The Company's ability to execute M&A is steadily increasing. Among them, we are focused on PMI, and by upholding a spirit of equality, we are able to motivate the Group's members to rapidly generate synergies.

Basic policy for intellectual capital strategy to achieve management strategy

In order to support rapid growth of our core businesses and increase competitiveness, we will strengthen basic and key technologies that improve the added value of our products, and by developing new products based on market needs. We will also generate synergies through INTEGRATION and focus on solving social issues and developing new products that meet the demands of the next generations.

Aim of Intellectual capital

Combining our ultra-precision machining technologies with our core technologies to promote development of new products that contribute to resolving social issues

Current issues

Development of new products that contribute to solving social issues

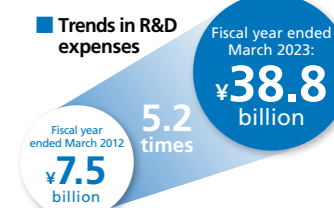
Protect intellectual property and strengthen barriers to entry

Measures

Strategy 1 Upgrade core technologies and roll out new products

MinebeaMitsumi's policy for development includes two key strategies:

- Expand key technologies (core technologies) essential for new product development that can win the market in the medium- to long-term.
- Create new products by leveraging Group synergies and promoting INTEGRATION initiatives. Moreover, in addition to these existing technology policies, we will engage in new product development with a heightened consciousness of social issues.



1. Expand the motor business
2. Bring about a paradigm shift with respect to the optical technology development product line
3. Expand the sensor business
4. Enter the robotics market
5. Promote connectivity with sights set on IoT
6. Improve added value of machined components
7. Increase value-added access products
8. Collaborate with ABLIC

New technology strategies to advance new product development

In the Company's previous technology strategy, the policy was to broaden and strengthen core businesses through differentiation of the product lineup with strong key technologies, and by using technology to improve performance. In order to ensure that we achieve our long-term goals of 2.5 trillion yen in net sales and 250 billion yen in operating income, we are now taking on the challenge of developing new technologies and new products. Specifically, the Technology Development Division will transform itself by optimizing its technology development policy. Our approach to date has involved fine-tuning core technologies and commercializing them through mass producing products. However, recent technological innovation and changing circumstances have made it necessary to achieve maximum results in a shorter period of time. In order to advance the development of new products and identify needs present in a wide range of markets, we have been not only

cultivating more powerful core technologies but also promoting product development based on anticipated market needs. We have expanded our perspective not only within the company but also outside the company, and established a new collaborative creation office in the Tokyo X Tech Garden to pursue and stimulate collaborative creation, including industry-academia collaboration, that looks

beyond traditional industrial boundaries. We have also strengthened the development proposal system for new products by young engineers, promoting an efficient and accelerated launch pace for new products and research and development of one-of-a-kind products, which are indispensable for achieving our goals.

Creating new value through collaborative creation



Strategy 2 Forming a portfolio of intellectual property that supports business growth

The MinebeaMitsumi Group maintains ownership of over 8,000 patents in its portfolio, as illustrated below. The Group companies complement each other to form a portfolio that effectively covers the Eight Spears and other major businesses.

