



We will greatly enhance business productivity and efficiency through the effective use of advanced digital technology and data.

In order to realize its corporate philosophy, the MinebeaMitsumi Group has set the goal of improving business productivity and efficiency through the use of advanced digital technology as well as the effective use of data capitalizing on AI technology. Using AI and digital technology, we will carry out the following DX promotion measures.

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 & Resource

Acquisition of DX talent

- Market demand analysis from a broad perspective through industry-academia collaboration
- Uncovering potential business opportunities by leveraging academic knowledge
- Fostering human resources capable of working in industry through collaboration with educational institutions

Status of DX talent development

- Engineers with cloud computing certifications within the department: 69% (Those with multiple certifications: 33%)

03 Technology

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

2023

- ▶ Launched "MinebeaMitsumi Human Capital"
- ▶ Launched "MinebeaMitsumi Customer Success"
- ▶ Launched "DX for Productivity Improvement at Manufacturing Sites"
- ▶ Improved sales forecasts (demand and sales forecasting) using AI
- ▶ Accelerated transformation of manufacturing sites through factory reform

3

August 2020-2021

- ▶ Established AI & DX Promotion Division (August 2020)
- ▶ Began full-scale use of the "Cisco Webex" video conferencing app
- ▶ Introduced the "Slack" digital workplace
- ▶ Launched the "MinebeaMitsumi Academy" e-learning platform
- ▶ Recommended security measures to support DX
- ▶ Began using the "Box" cloud storage service
- ▶ Launched an automated conversation program utilizing AI, "AI Chatbot for Recruiting"
- ▶ Launched "AI Chatbot for e-commerce"
- ▶ Began the introduction of "Okta" to support zero-trust security

1

2024 onward

Horizontal expansion planned for:

- ▶ "MinebeaMitsumi Human Capital"
- ▶ "MinebeaMitsumi Customer Success"
- ▶ "DX for Productivity Improvement at Manufacturing Sites"

Consideration of linking DX solutions with various mission-critical systems
Demand forecasting using AI, utilization of generative AI for business operations, etc.

4

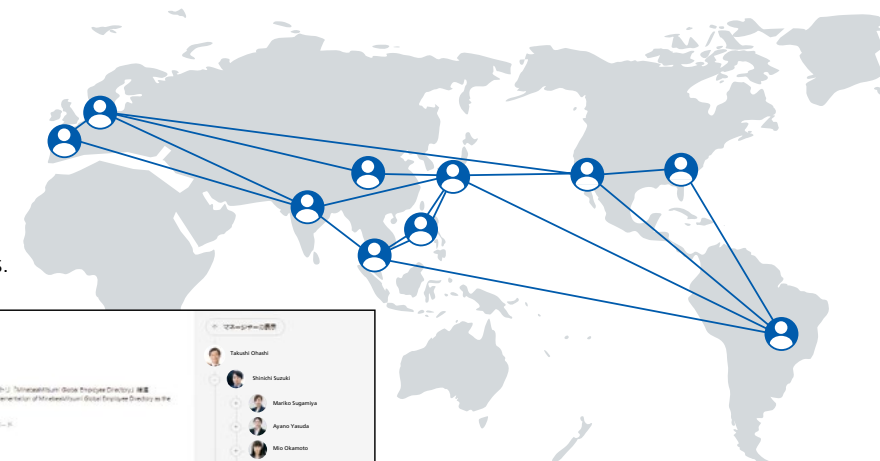
2022

- ▶ Began developing AI solution "MinebeaMitsumi Healthcare Platform"
- ▶ Began developing HR solution "MinebeaMitsumi Human Capital"
- ▶ Began developing "MinebeaMitsumi Customer Success" for more efficient sales operations
- ▶ Accelerated re-training of IT engineers through a specialist certification program

2

Facilitating "INTEGRATION" of talents using the "MM Global Employee Directory"

- We are currently building the "MM Global Employee Directory" to facilitate sharing of human resources information based on Workday personnel management solutions.
- We facilitate "INTEGRATION" by stimulating in-house communication transcending organizational boundaries.



Fundamentally upgrade sales capabilities through systematization of sales infrastructure and close collaboration between manufacturing and sales

Achieve net sales of 2.5 trillion yen and operating income of 250 billion yen by the fiscal year ending March 2029 through rigorous deal and sales representative management

Analyze operations of the sales and manufacturing sites working closely with their respective contact persons, and create scenarios used by each operation to improve efficiency, thereby establishing a system that enables the site to realize benefits

Promote autonomous introduction and smooth operation of the system by appointing a person responsible for the introduction at each site

After introducing the system to all sales locations in Japan in fiscal 2024, start introducing to business locations around the world one by one

Prompt transformation of manufacturing sites using digital technologies

- We promote new forms of growth and strengthen competitiveness by drastically transforming manufacturing sites through incorporation of the latest information technologies such as AI-OCR and voice recognition. We promote new forms of growth and strengthen competitiveness by drastically transforming manufacturing sites through incorporation of the latest information technologies.
- We streamline operations and reduce headcounts by introducing solutions for achieving labor savings in back-office operations.

