

# Promotion of Globally Active Personnel

The MinebeaMitsumi Group nurtures global personnel and promotes their activities in order to facilitate further growth of its business on the global stage.

## Acting as a Global Business

The MinebeaMitsumi Group began overseas expansion in the United States in the 1960s, and has subsequently expanded operations in the Americas, Europe, and Asia. Currently, overseas business accounts for over 80% of the Group's sales and 90% of its production, and the importance of the overseas business continues to increase. Furthermore, only 6% of our employees are Japanese. For a global corporation such as our Group, nurturing and activating global personnel is a key management issue.

Consequently, the MinebeaMitsumi Group is hiring diverse human resources and also conducting various training to nurture personnel who can operate globally.

### Appointment of Global Human Resources

We are actively hiring diverse human resources both in Japan and abroad in order to increase the number of our personnel who can participate globally. To this end, the Group is actively hiring international students studying at Japanese universities. We are also actively recruiting new employees outside Japan, including Japanese overseas students studying in the United States and new Chinese graduates in China. In October 2016, we hired four new Chinese employees, and in April 2017, we hired three Japanese overseas students who had just graduated.



Recruitment activities

### Training to Nurture Global Personnel

The MinebeaMitsumi Group offers many opportunities for Japanese employees to be stationed overseas in order to nurture global personnel, and has also established diverse training opportunities, such as dispatch of employees to business school in the United States. We also strive to develop our overseas employees. We provide leadership training for management level employees, and our operational divisions and head office invite overseas staff to Japan for periods ranging from a few months to a year in order to enhance their skills, and to support their efforts to learn Japanese and to network.

### Our Mission is to Nurture Truly Global Personnel

VOICE



Tatsuro Odawara  
General Manager, Human Resources Development Department  
Personnel & General Affairs Headquarters

The MinebeaMitsumi Group is a company which is competitive both in its ultra-precision machining technology and its overseas mass-production capabilities. Consequently, the presence of personnel able to operate globally is a requisite of the company. In order to be called truly global, our personnel need more than simply the ability to communicate in English. They also need skills for building long-term relationships with people from other countries, and to possess both enthusiasm and a fastidious approach to manufacturing-- characteristics epitomizing the personnel sought by our Group. We believe that people can truly be called global personnel when they are able to produce the value sought by our customers in any environment.

Through business integration, we have expanded opportunities to further enhance the value of products that combine more elements than previously. In order to leverage these opportunities, we need to transcend conventional business barriers, common sense, and international borders to coordinate diverse personnel. To this end, we will strive to nurture personnel with more than simply superficial skills, who are passionate about manufacturing and who are adapted to our future.