

# Relationships with Employees

## Basic Approach

Since its founding, the MinebeaMitsumi Group has recognized that employees are its most valuable resource, and one of our “Five Principles” is that the company should become a place where its employees are proud to work. The MinebeaMitsumi Group is committed to maintaining and improving workplaces where each of our employees can work safely and in good health, and fully exercise his or her abilities.

### ● Number of Employees (Group) (As of March 2017)

	Employees	Japanese staff on overseas assignment	Total
Japan	6,067 persons	n/a	6,067 persons
North America	2,085 persons	42 persons	2,127 persons
Europe	2,109 persons	38 persons	2,147 persons
Asia	68,057 persons	559 persons	68,616 persons
Total	78,318 persons	639 persons	78,957 persons

### ● Work Status (Non-consolidated) (FY2016)

Average length of employment	Average age	Retirement/Resignation	Turnover rate
17 years, 6 months	43 years, 10 months	144 persons	3.7%

### ● Overtime Work Data (Non-consolidated) (Averages for April 2016–March 2017)

Average number of overtime hours/month	7.26 hours/month
Average overtime wages/month	16,559 yen/month

## Workforce Diversity

As an organization that conducts global business activities, the MinebeaMitsumi Group believes it is important to strengthen human resource capabilities through workforce diversity. We strive to create work environments in which a diverse group of employees can maximize their talents, regardless of gender, age, nationality, or disabilities.

### Promoting Active Roles for Women

As one of its important management strategies, the MinebeaMitsumi Group promotes workforce diversity and encourages the active involvement of its diverse talent as a way to generate new values and competitiveness while supporting the company’s sustainable growth.

We have made the promotion of active roles for female employees a priority. We formulated an action plan in March 2016 to establish employment environments in which female employees can perform at high levels, support an increase in the number of female managerial candidates, and establish work environments where female managers

can thrive. The action plan includes a target of doubling the ratio of female managers by 2021 (actual rate in March 2017 in MinebeaMitsumi Inc.: 1.2%).

Additionally, in order to improve leadership and other skills, female employees need to perform managerial duties. In FY2016 we provided training on leadership basics and execution.



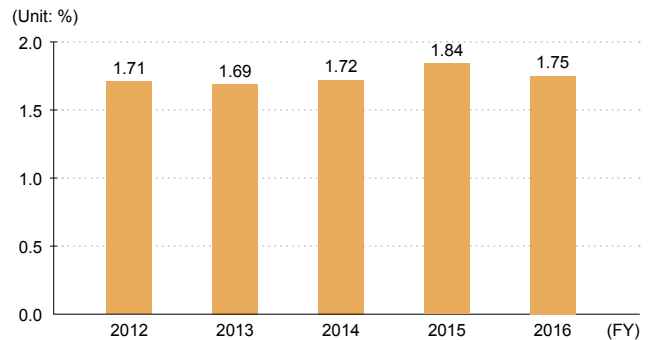
Please visit the MinebeaMitsumi Group website for detailed information regarding the action plan.  
[http://www.minebeamitsumi.com/english/corp/environment/sociality/employees/2016/\\_icsFiles/afieldfile/2016/04/13/minebea\\_action\\_plan\\_en.pdf](http://www.minebeamitsumi.com/english/corp/environment/sociality/employees/2016/_icsFiles/afieldfile/2016/04/13/minebea_action_plan_en.pdf)

### Initiatives Regarding Employees with Disabilities

MinebeaMitsumi actively hires persons with disabilities. As of June 2016, the rate of employees with disabilities was 1.75%. We plan to bolster our efforts to raise employment of persons with disabilities to the legally mandated rate (2.0%).

Our initiatives also consider improvement in the workplace environment by ensuring that all employees, no matter whether or not they have a disability, are motivated to work by having people with specialized skills acting in leadership roles.

### ● Rate of Employees with Disabilities in the MinebeaMitsumi Group Workforce (Non-consolidated)



\* Aggregate results from Minebea (non-consolidated) prior to business integration

## Human Resources Development

The MinebeaMitsumi Group strives to develop human resources with a passion for manufacturing, a global mindset, and the ability to think for oneself and work independently with enthusiasm. We utilize rank-based group training, specialized skill acquisition and enhancement training, and on-the-job (OJT) training.

### Global Human Resources Development

The MinebeaMitsumi Group is actively developing global human resources. In FY2016, we conducted 21 training sessions for employees prior to their overseas appointments, which were attended by a total of 50 employees. Additionally, we are strengthening programs for employees to improve their English language skills and so on.



Our personnel guidelines stipulate five-year terms for overseas assignments as a way to provide as many employees as possible with opportunities to work in the global arena.

In order to localize the management of overseas sites, our subsidiaries outside Japan provide training to local employees based on their respective training programs. Additionally, overseas employees are invited to Japanese plants and divisions in Headquarters as trainees so that we can share new technologies, manufacturing know-how, and management skills. For management-level local employees, we offer an overseas local manager leadership training program to nurture talent capable of leading our global business.

### Fair and Balanced Evaluation

At the MinebeaMitsumi Group, impartiality and objectivity are our prime concerns in evaluating the abilities and performance of our employees. In FY2014, we revised the personnel evaluation system to raise objectivity and are setting new standards for promotion based on ability, experience, and other factors. We held seminars to explain the new system to employees and raise transparency.

Moving forward, we will implement personnel policies to flexibly respond to changes in the workplace environment and employment structure, with the aim of creating workplaces where employees perform to their maximum potential and where high motivation is rewarded.

### Experience of Training in Japan VOICE



**Thanyakorn Nantaofai**  
Japanese Administration Div.  
NMB-Minebea Thai Ltd.

My role in General Affairs for Japanese Staff at NMB-Minebea Thai entails providing business support for Japanese staff stationed in Thailand and those visiting on business trips. I participated in training in Japan for one year from April 2016 to March 2017, which was a very valuable experience. At the beginning, I was unsure if I would be able to communicate in Japanese and handle documents and data written in Chinese characters, but all of the

Japanese staff in each division gave me support. It was the same with life outside of work. The Japanese communication skills that I acquired from training has been extremely useful in my work since returning to Thailand. My aim now is to make the most of all that I learned in Japan to revise and make improvements to our work.

### Respect for Human Rights

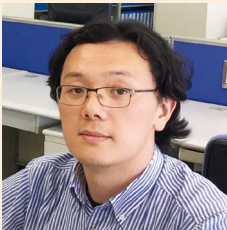
The MinebeaMitsumi Group prohibits discrimination based on such factors as race, age, gender, nationality, and religion. We provide various types of education to ensure this policy is followed, including new employee training using the MinebeaMitsumi Group Officer and Employee Compliance Guidelines, sensitivity training to employees before their assignments to regions with different cultures, and anti-harassment training as part of our rank-based training program. Moreover, we are working to prevent human rights abuses by providing a consultation center and an internal reporting system.

### Initiatives for Creating Environments Conducive to Working

#### Labor Relations

As recited in the MinebeaMitsumi Group Code of Conduct, the MinebeaMitsumi Group recognizes freedom of association and endeavors to build harmonious labor relations by holding regular labor-management meetings and taking other measures to actively communicate with labor unions and employee representatives on issues such as the work environment and working conditions.

### Experience of Training in Japan VOICE



**Wei Wei**  
Personnel and General Affairs Division  
Minebea Electronics & Hi-Tech  
Components (Shanghai) Ltd.

Between April 2016 and March 2017, I underwent a year of training in personnel and general affairs in Japan. It was a great experience, where I was able to learn about our operations at Tokyo Head Office and at plants in Japan. More than anything, I was able to gain a good understanding by studying about Japan's labor-related laws and learning about the remuneration and social security systems.

There are many differences between China and Japan in laws and regulations and their interpretation, as well as in culture. However, I believe that we can apply the commonalities between the countries, and the advanced social and management systems of Japan to operations in MEHC\*. For example, we can use it in digitization of employee information and in development of topics for training. Since returning to China, I have undertaken the digitization of MEHC employee information and other work leveraging my experiences in Japan.

\*MEHC: Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.

#### Support for Diversity in Work Patterns

We believe that the MinebeaMitsumi Group's attention to the work-life balance of its employees will be rewarding them and lead to a sense of fulfillment. To this end, we have a flexible system that enables employees to take time off for childbirth, childrearing, caring for family members, and other important events in their private lives. We have also established the Vacation for Veteran Employees Program, which gives employees who have worked for over 30 years an opportunity to rest and recuperate.

In FY2016, we enhanced personnel systems to enable employees to flexibly choose their working style, such as by allowing family care leave and childcare leave to be taken in half-day units.

**Main Welfare Systems and Number of Users (Japan Group Companies)** (FY2016)

Benefit	Description	Total users
Childcare leave	Paid leave or shorter working hours for employees caring for children	43 persons
Spousal childbirth leave system	System providing leave when a spouse gives birth (up to 2 days)	50 persons
Family care leave	Paid leave or shorter working hours for employees with family members requiring care	1 person
Vacation for veteran employees	Travel coupons for employees with 30 years of service, and their families	120 persons

**My Experience Using the Travel Coupons for Employees with 30 Years of Service** **VOICE**

**Nobuko Seki**  
Business Administration  
Department, Sales Division

In 2016, I received the opportunity to use the travel coupons available to employees with 30 years of service, and visited Kyoto

to view the beautiful autumn leaves. There were some places that were inaccessible due to renovations in preparation for the 2020 Tokyo Olympics. It was a new experience for me to feel the vibrancy of a tourist destination leading up to an Olympics.

The fact that I was able to achieve 30 years of service was thanks to my family, everyone from inside and outside of the company and, more than anything, our customers. I am so grateful to be able to enjoy the wonderful experience afforded to me by the travel coupon in addition to this. From now on, I hope to make the most of the rest and deep emotions I gained from the trip in my work, and will work day-to-day with renewed vigor.

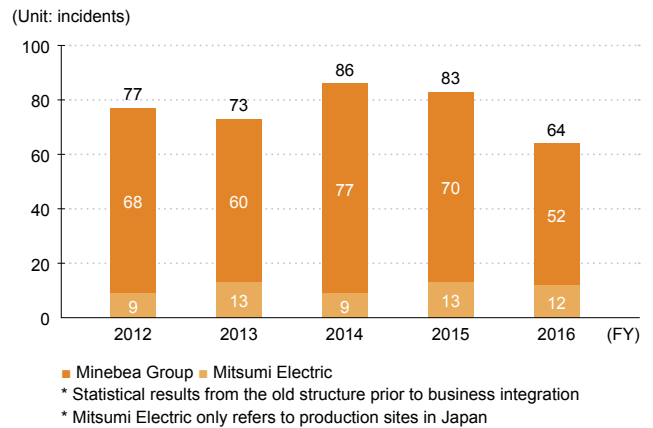
**Health and Occupational Safety Management**

The MinebeaMitsumi Group firmly believes that a safe, healthy workplace is key to improving product and service quality, consistency of manufacturing operations, and employee morale.

Each plant holds regular meetings of their Health and Safety Committee, comprised of working groups involved in health and safety operations and so on. At the meetings, each working group shares its progress toward its targets. In addition, the MinebeaMitsumi Group's principal plants in its mass production bases of Thailand, China, Singapore, Philippines, and Malaysia have obtained OHSAS18001 certification.

In the event of a fire, workplace injury, traffic accident, or other similar incident, safety managers take the lead in identifying the cause and handling the issue. Information about such incidents is shared with other Group production sites to prevent similar incidents in the future.

**Workplace Injuries and Other Accidents in the MinebeaMitsumi Group**



**Promoting Health Management**

The MinebeaMitsumi Group strives to maintain and improve the health of its employees in accordance with health-related laws in each country and the circumstances of each work site. We provide employees with regular health checkups, offer health consultations, send notices to employees to curb overtime work hours, and have industrial physicians make regular rounds at work sites. In regard to mental health care, which has drawn social interest in recent years, we have conducted stress checks since 2016.

We also have a consultation structure in place to ensure that employees can discuss issues with industrial physicians and counselors. The health advisors working at each plant meet quarterly to discuss issues.

**Future Issues and Goals**

Moving forward, we will take various measures to improve work-life balance and strengthen health management in order to encourage high levels of motivation and maintain a work environment in which employees can work energetically.

Furthermore, we continue to take various measures to create work environments which can nurture global-minded employees, pass down know-how from one generation to the next, and leverage diversity. These measures will support our growth as a global enterprise.