

Strengths of Human Capital

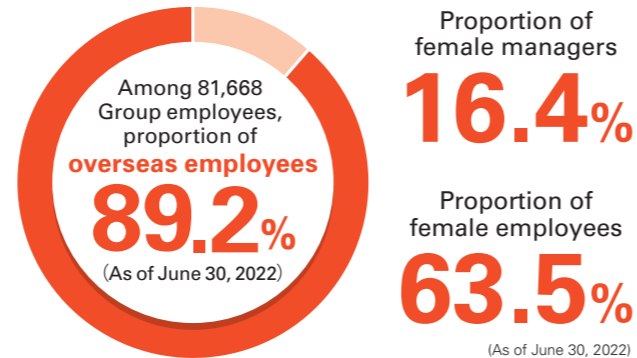
Diverse talents will accelerate our business activities and ensure we achieve sustainable growth

All around the world the Company has talents with knowledge, skill, and experience that they have developed thorough experience. These talents, “human resources,” are the source of our technological innovation and INTEGRATION initiatives.

Strength 1 Diversity of talents as a source of innovation

Since its foundation, the MinebeaMitsumi Group has actively engaged in M&A activities with its sights of overseas expansion. Today, we are a global corporate group with a high amount of overseas employees. Our Groups' products, plants, and talents are diverse, and we believe that diversity is the source of our technological innovation and INTEGRATION initiatives.

We promote talented employees based on a spirit of equality, no matter which company an employee hails from. We have also accelerated organizational reform in recent years by actively recruiting and promoting key talents from outside our walls to enable us to acquire new knowledge, technology, and experience.



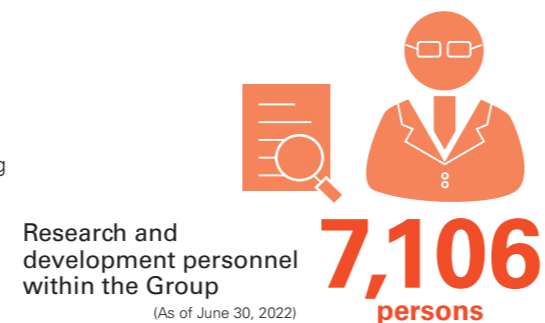
Strength 2 Global talents create new value for the Company based on our corporate philosophy

The MinebeaMitsumi Group's products, including our ultra-high precision miniature ball bearings, contribute to the reduction of energy and resources since the majority of applications, feature small sizes, light weight, and durability parameters. Our efforts to support convenient lifestyles and provide people around the world with products featuring outstanding environmental performance are directly linked to our corporate philosophy, which aims to “contribute to realization of a sustainable, eco-friendly and prosperous society.” Our employees are proud of the Group's products and their work. We believe that “interpersonal INTEGRATION,” when a diverse workforce recognize each other's abilities, experience, and views, support each other, and thus bring out the best in each other, is the key to achieving sustainable growth into the future. Our Japanese employees are trained to be global talents and play active roles at each location around the world, striving together every day, working side by side with employees at other locations.



Strength 3 Skilled workers/engineers continue to pass down and evolve knowhow

The MinebeaMitsumi Group regards its “employees” as the foundation of manufacturing and strives to pass on manufacturing knowhow. In the case of component processing, for example, we enhance product performance by the pursuit of excellent precision processing of the components we supply to our customers. This not only increases our added value to our customers but also enables us to improve the assembly efficiency and productivity. We are working to develop skilled workers and engineers able to pass on the knowledge and technologies gained from this experience and further advance and grow.



Strategies of Human Capital

We will take the challenge to transform the Group to create new value by actively embracing difference that will in turn enhance corporate values and achieve our management strategies together

We are focused on discovering and developing talent that will play key roles in our businesses through the era of the Company's centenary, and creating workplace environments where all employees can work in health and safety, making full use of their abilities.

Strategy 1 Engage in talent development worldwide

At present, over 80% of the MinebeaMitsumi Group's sales, and over 90% of its production activities are located overseas, and our overseas businesses are continuing to grow in size and in importance. Developing and utilizing talent to lead the global expansion of our businesses is a key management issue for the Group, and we are progressively training management talents and the next generation of leaders and specialist talents in Japan and overseas.

• Enhancing the skills of engineers

We aim for technological superiority, and are continuing to implement initiatives to ascertain the skill levels of our employees, enhance their technical knowledge, and develop their abilities. To this end, we have established a skills certification program aimed at developing engineers and skilled staff with the capacity to engage in developing high value-added products and enhancing product quality.

• Developing Group employees in Japan; The next generation of leaders

We are continuing to implement like providing experience in overseas assignments at our global sites, dispatching employees to programs like the Columbia Business School in the United States and the Hitotsubashi Financial Leadership Program in Japan, and exploring selective training programs for our potential next-generation leaders.



• Developing employees at local subsidiaries overseas to be the next generation of senior management

We are continuing to select potential next-generation leaders from overseas Group companies too, training them at the Head Office in Japan for one year, as well as sending them to local subsidiaries overseas (from Germany to Japan, Thailand to German, Japan and Cambodia, Malaysia to the United States, etc.)

Strategy 2 Worldwide promotion of diversity

We are continuing to boost our strength in diversity and promote inclusion, embracing diversity in talents and encouraging employees to draw upon their diversity to create new value for the Company.

• Recruiting diverse talents

Mid-career hires account for 67% of new employees (Group companies in Japan in fiscal 2021)

• Promoting the empowerment of all employees equally

We are continuing to hold diversity seminars and career discussion events centered on an understanding of diversity and the empowerment of all employees equally.

- In Japan -Percentage of female managers: Aim for 3.5% by fiscal 2026 (MinebeaMitsumi on a non-consolidated basis; 2.8% as of April 30, 2022)
- In Japan -Percentage of women among new graduate hires: 20% or more

Strategy 3 Creating a positive and rewarding work environment

The Company believes in a work-life balance for its employees as we believe this is a key issue linked to motivation and their sense of fulfillment. We will continue with the various systems already introduced to enable flexible working styles, such as working at satellite offices and allowing staggered working hours, while also aiming to improve and expand the use of these systems to enable more male employees to assist with

their childcare endeavors by offering more flexible working systems.

- Percentage of male employees taking spousal maternity leave: 68.2% (MinebeaMitsumi, on a non-consolidated basis, in fiscal 2021)
- We will continue to hold internal networking events where employees in the child-rearing generation can form networks and exchange ideas and information on issues such as balancing work and childcare

Strategy 4 Ensuring employee safety and health

At the MinebeaMitsumi Group, we believe that ensuring a safe and hygienic workplace environment will enable us to improve the quality of our products and services, increase production, and raise the moral of our employees. At each plant in Japan, we hold regular meetings of safety and hygiene committees composed of

subcommittees responsible for work safety, hygiene, etc., where each subcommittee shares the results of its group activities used to achieve its goals. Overseas, our main mass production plants in Thailand, China, the Philippines, Cambodia, Singapore, and Malaysia have all obtained ISO 45001 certification.

Talent strategy 3

Maximizing the power of the organization through the INTEGRATION of talent

Cultivating a corporate culture for the effective INTEGRATION of talent

Talent strategy 3
Maximizing the power of the organization through INTEGRATION

Material issue 7
Worldwide promotion of diversity

The Group's strength in the INTEGRATION of diverse talents supports the business and technological INTEGRATION crucial to achieving our corporate philosophy.



Morning greetings promotion activities (Tokyo Head Office building)

Improve the quality of communications and cultivate a corporate culture where everyone can express their ideas freely

One-to-one dialogue between employees and those they work closely with, such as their supervisors and subordinates, is important for the efficient and effective promotion of INTEGRATION initiatives. We have continued to raise the quality of communication by conducting ongoing practical training for managers on how to achieve effective one-to-one dialogue and how to give feedback that encourages self-directed actions and empowers employees.

Moreover, it is important that employees with different backgrounds achieve mutual understanding so that effectively use our diverse talents capitalizing on one of our key strengths. Given the increased diversity of our employees due to our M&A activities, it is more important than ever that we encourage more communication between employees, especially in light of distances caused by remote locations.

In view of these circumstances, we launched greetings promotion activities at our Tokyo Headquarters building from June 2022. In addition to distributing greeting guidelines and raising awareness with posters featuring ideas contributed by our employees, these activities include the greetings promotion members patrolling the building to encourage employees to greet each other. Simple greetings give rise to dialogue, revitalizing communication across the entire organization, and this in turn can accelerate INTEGRATION initiatives with the aim of cultivating a corporate culture where everyone can feel secure about expressing their ideas.

The results of INTEGRATION, bringing a variety of diverse ideas to fruition



Fiscal 2021
All-MinebeaMitsumi Team-Building Awards Gold Prize (productivity improvement):
Mechanical Assemblies Team (Thailand)

Fiscal 2021
All-MinebeaMitsumi Team-Building Awards Bronze Medal (scrap reduction):
Cebu Mitsumi MAT-D2 Team (The Philippines)

Corporate philosophy
Basic management policy
Corporate slogan

Instilling the corporate philosophy and creating a corporate culture to foster INTEGRATION

We provide employees with a range of different learning opportunities to ensure they possess an understanding of the MinebeaMitsumi Group corporate philosophy, basic management policies, and corporate slogans, which form the basis of INTEGRATION initiatives. We are also implementing initiatives to clarify our vision of the talent required to achieve our corporate philosophy, embody this vision in personnel assessment and training guidelines and instill it in employees and ensure it takes root in our corporate culture which will foster INTEGRATION.



Initiatives to accelerate the INTEGRATION of talent

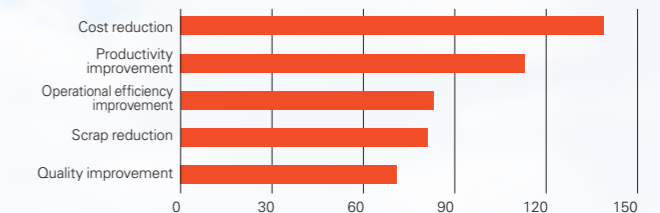
Material issue 6
Engage in talent development worldwide

By implementing various measures to make maximum use of the potential of diverse talents, both as individuals and in teams, we will accelerate the Group's sustainable growth.

Promoting employee INTEGRATION through team-building initiatives

The MinebeaMitsumi Group's team-building initiatives, the foundation for our INTEGRATION initiatives, were officially launched as a program in fiscal 2019. So far, we have organized the various autonomous activities previously undertaken by each division into a systematic format, extracted the important elements for the Group's team-building initiatives, organized these elements into guidelines, provided employees with a thorough understanding through e-learning, and implemented efforts to instill these initiatives throughout the organization.

Five top project categories for team building



In fiscal 2020, we introduced an awards system to recognize teams that have generated outstanding results. We have also introduced a mechanism whereby outstanding efforts are shared as case studies to allow employees to learn from each other about the elements of successful team-building in an effort to advance these initiatives across the entire organization.

The Thailand team that won gold medal at the All-MinebeaMitsumi Team-Building Awards for fiscal 2021 had constructed a system for efficient actions using a data-driven approach. This system involved a range of information that was collected from members on the front line and shared among all those involved. The sharing of information enabled the team to achieve continuous productivity improvements and led not only to quantitative results but also to a change of actions and attitudes of members as well as the organizational culture.

The Slovakian team that won the Best Idea award was a team composed of members from manufacturing, research and development, and sales across three countries: Japan, Germany, and Slovakia. Team members exchanged close communication combining both real and digital interaction, and achieved substantial production increases, reductions in repairs and scrap which equated to an increase in net profit. Starting in fiscal 2022, we have established the Team-building Promotion Office to further advance these initiatives and together with members appointed from each division, we have launched efforts to continue to create dynamic self driven results.



Fiscal 2021
All-MinebeaMitsumi Team-Building Awards Best Idea Prize (productivity improvement):
Minebea Slovakia MTCE CSD Team (Slovakia)



Fiscal 2021
All-MinebeaMitsumi Team-Building Awards Silver Prize (productivity improvement):
MITSUMI Business Headquarters Semiconductor Business Division (Chitose)

Accelerating effective and efficient INTEGRATION initiatives

Systems effectively and efficiently fusing real and digital applications and technologies are vital to accelerate our INTEGRATION initiatives. To this end, we are leveraging crucial AI/DX tools such as Slack and Box, converting the valuable tactical knowledge accumulated through the Company's history into explicit knowledge and building systems to efficiently embody this knowledge throughout the organization through e-learning courses. [Promotion of AI & DX](#) [Page 55](#)

INTEGRATION with external stakeholders

We are expanding our INTEGRATION initiatives to include not only employees but also our diverse stakeholders.

At the Karuizawa Technology Center, we have begun to offer workshops and tours for the community including for children, who will create our future. Starting next year, we will make maximum use of the facilities at the MinebeaMitsumi Tokyo X Tech Garden to provide various activities for the public, including universities, customers, and local school groups in support of our corporate social responsibilities.