

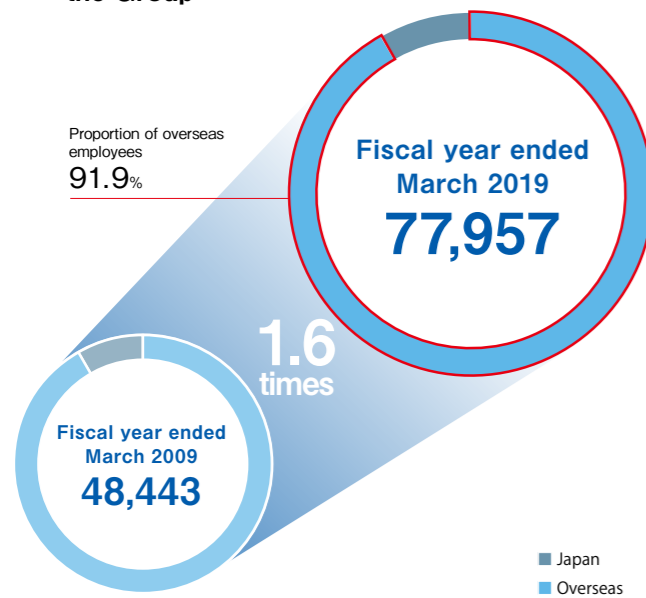
Chapter III Initiatives for Value Creation

— Strengthening of Non-financial Capital

Human Capital

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.

Trends in the number of employees of the Group



Human resources development Materiality 3

Only about 8% of the Group employees are Japanese. As a global company, it is one of the most important management issues of the Group that global human resources grow and play active roles.

In addition to recruiting diverse human resources, the Group conducts various training programs designed to develop globally qualified human resources.

Main initiatives

- Provide many employees with opportunities to work overseas
- Dispatch employees to business schools in the U.S. (training to nurture next-generation leaders)
- Organize leadership training for overseas manager-level employees
- Overseas national staff training in Japan (improving business skills, learning Japanese, building networks)

Diversity/Empowering women Materiality 4

The Company has locations in 27 countries around the world, generating 60% of net sales and over 90% of production from overseas. In addition, M&As across the globe are adding new employees to the Group.

- Proportion of overseas employees: 91.9%
- Proportion of female employees: 65.3%
- Proportion of female managers: 19.2%



The Company's starting point is the passion and commitment to "Manufacturing with Sincerity", which are its identity. We keep our sense of unity of the Group by instilling our identity in companies integrated through M&As.

Future initiatives

In anticipation of further business expansion in the future, we plan to create an environment where human resources can be discovered and which allows them to be play active roles regardless of their nationality or culture. In particular, with the aim of achieving net sales of 2.5 trillion yen and operating income of 250 billion yen over the next ten years, "human resources development worldwide and diversity promotion worldwide" are set as materialities, and we will further accelerate the creation of an environment allowing all employees to fully demonstrate their capabilities.

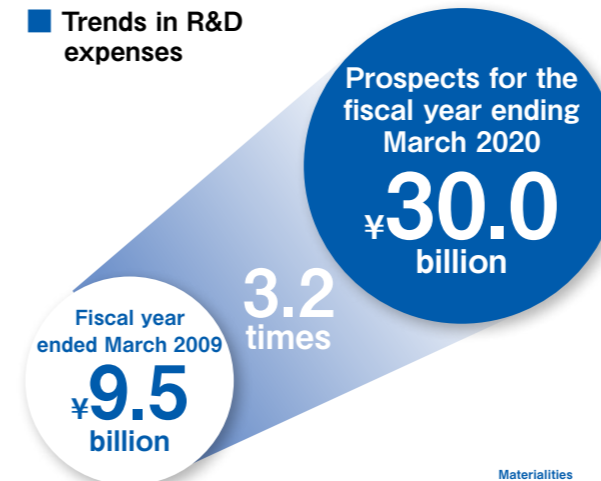
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Toward the 100th anniversary of MinebeaMitsumi, the Human Resources Development Dep. will play a central role in developing more global human resources development and, with that aim, will cooperate with locations around the world.

Intellectual Capital

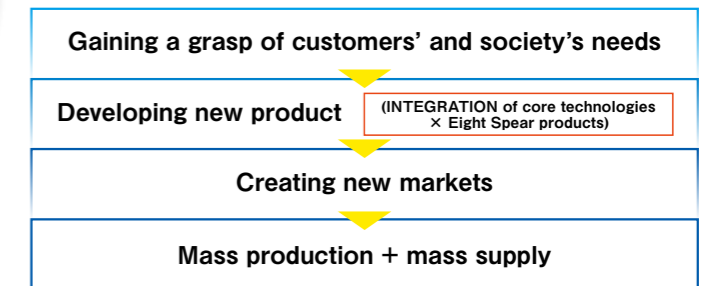
MinebeaMitsumi has been enhancing its manufacturing capital and human capital while strengthening and reviewing its business portfolio through 48 M&As in 48 years. For further sustainable growth, we will work to **develop new markets** by **developing new products** that meet the needs of customers and society.

Trends in R&D expenses



Product development through the INTEGRATION of our core technologies with our Eight Spear products

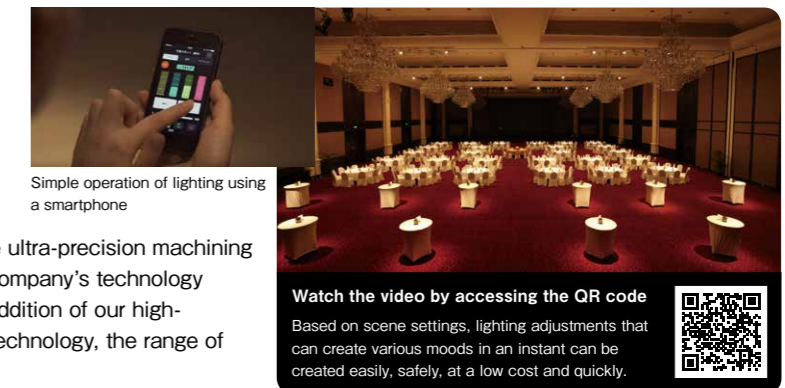
In addition to expanding R&D investment, we will also develop new markets by utilizing the comprehensive manufacturing, engineering, development and sales capabilities.



Create new value through "difference" that transcends conventional wisdom

Examples of new product development Materialities 5 7

Smart LED lighting



SALIOT is a smart LED lighting that uses the ultra-precision machining technology and the optical technology, the Company's technology strengths, to skillfully control light. With the addition of our high-frequency (wireless) technology and sensor technology, the range of use has been significantly expanded.

Synergies of Eight Spear products and core technologies as seen in SALIOT Products used in Eight Spears

