

Strengths of
Human
Capital

Skilled workers/engineers solidify the foundation of our business, and diverse groups of talents on a global level will expand the breadth and depth of our business

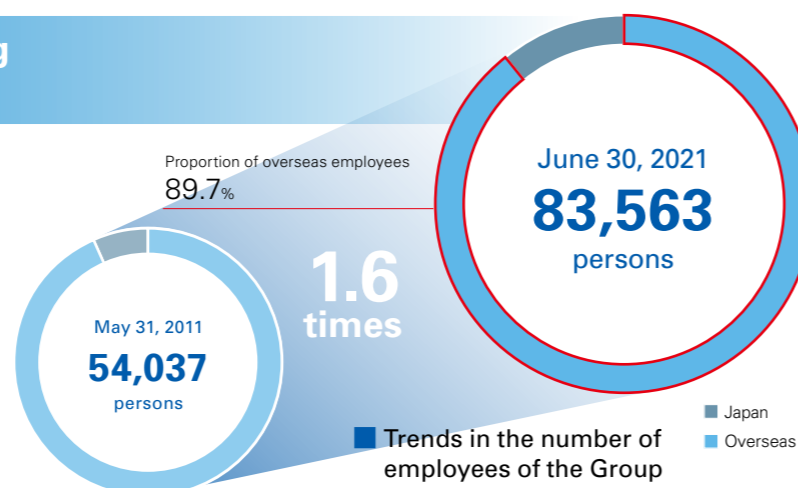
Human capital of the MinebeaMitsumi Group includes the comprehensive knowledge, skills, and experience that employees have developed alongside the growth of the Company since its foundation.

Strength of our human capital is the global talents driving the Company's global strategy, the groups of personnel with diverse knowledge, skills, and experience, and the skilled workers and engineers who pass down and evolve a variety of the Company's knowhow.

Strength 1 Global talents driving global strategy

The Group has 83,563 global employees as of June 30, 2021.

This amounts to 1.6 times our workforce relative to that of May 31, 2011 as a result of M&As and business expansion. We conduct business in 95 production and development sites and 91 sales offices in 27 countries worldwide, and overseas employees account for 89.7% of the Group's total employees.



Strength 2 Diversity of talents as a source of innovation

Diversity of talents is one strength of the organization for the MinebeaMitsumi Group that has expanded its organization through the global expansion of business. The MinebeaMitsumi Group has expanded business while accepting and evolving diverse products, technologies, talents, and cultures by actively conducting M&As and expanding overseas since the Company was founded.

In particular, we have accelerated organizational reform in recent years by actively recruiting key talents, including management from outside in order to obtain new knowledge, technology, and experience.

The Group empowers many female employees given that women account for 63.7% of its overall workforce, while more than 17.4% of its managers are women as of June 30, 2021.

Proportion of female employees

63.7%

Proportion of female managers

17.4%

* As of June 30, 2021

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

Premised on the notion that human development is an integral aspect of manufacturing, the MinebeaMitsumi Group takes steps to pass down manufacturing know-how based on a conceptual approach that involves developing employees into human assets. For example, in the Group's parts machining operations, the pursuit of precision not only improves product performance and increases added value, but also facilitates higher yields and improves the productivity of the assembly divisions. Meanwhile, the Group continues to strive to pass down its know-how by developing

skilled workers and engineers capable of deriving ingenuity from knowledge, equipped with a sense of balance among technologies to help achieve such outcomes, international sensibilities, and specialization.

Moreover, the Group is focusing on team building in a manner that involves developing teams whereby inherited manufacturing knowhow is shared and evolved within such teams to produce results, rather than remaining the sole domain of certain individuals.

Strategies of
Human
Capital

Accelerating the realization of corporate strategy by further enhancing strengths and establishing an environment enabling maximum performance

Since 2020, we have been rebuilding the talent management system for the purpose of maximizing the performance of organizations and individuals by aligning the reason for existence and direction of MinebeaMitsumi with the direction of individual employees.

We will comprehensively revise the process from hiring employees to also include development, evaluation, and treatment, with an enhanced focus on clarifying the expanded roles, and results therewith, thus creating a workplace in which each individual employee can feel excited by the challenges presented at work. We are aiming to create a consistent talent management system that appropriately evaluates results and behavior, linking to talent development and career development through dialogue. Rebuilding the talent management system will provide the foundation for further strengthening human capital and promoting the establishment of positive and rewarding work environments.

Strategy 1 Engage in talent development and organizational reinforcement worldwide

Material issue
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We will provide support to enable each employee to carve out their future as a strong "individual" and work with the view that they have the responsibility to work with colleagues as a team to create a future not only for the Company but also on a global scale.

In particular, we will further strengthen talent development on a global scale and the skills of skilled workers and engineers, which are our strengths. Although some initiatives were slowed due to the impact of COVID-19 over the past

year, while monitoring the conditions, we will accelerate the provision of overseas posting experience in global sites, and development of global talents such as managerial talents in Japan and overseas, the next generation of leaders, and specialized talents.

Moreover, we will take steps to globally expand team-building initiatives that have been conducted as an organization since last year, and work to strengthen the organization to be more dynamic through teamwork.

Strategy 2 Promotion of diversity & inclusion (D&I)

Material issue
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Diversity of talents is a source of the Company's technological innovation and INTEGRATION.

We will also evolve diversity, which is one of our strengths, and promote inclusion involving the acceptance and mutual recognition of the diversity of human resources to create new value.

In particular, we have accelerated organizational reform

in recent years by actively recruiting key talents, including managerial talents from outside, in order to reinforce new knowledge, technology, and experience. Going forward, we will not only promote the empowerment of women as we have done in the past, but also create venues for interaction between "differences" such as nationality, background, age, and values, connecting the new value arising from this to further innovation.

Strategy 3 Initiatives to promote safety and health enabling employees to work with peace of mind

Material issue
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Creating an environment where employees can work with peace of mind is a basic premise for employees demonstrating their maximum capabilities. Following the basic policy of maintaining a healthy and safe workplace set forth in the MinebeaMitsumi Group Officer and Employee Compliance Guidelines, we

will engage in the creation of a safe and healthy workplace environment. In addition to strengthening systems and promoting education for the prevention of workplace accidents with the aim of zero incidents of workplace injuries, we will thoroughly implement health management and mental healthcare.

Strategy 4 Creating positive and rewarding work environments promoting D&I

Material issue
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Following the basic policy of promoting work-life balance set forth in the MinebeaMitsumi Group Officer and Employee Compliance Guidelines, we will further ensure appropriate labor management, and promote efforts to prevent long working hours and increase the use of paid leave. In particular, we

will further enhance support for work styles that meet the diversifying needs of individuals.

Details on initiatives related to talents can be viewed from here.



Philosophy

Continuing to make progress with our corporate philosophy

The expressions used in our corporate philosophy were revised to solidify the basis for our strategies with a view to our 100th anniversary

To contribute to realization of a sustainable, eco-friendly and prosperous society by providing better products, at a faster speed, in larger numbers, at a lower cost and by smarter means

The MinebeaMitsumi Group used its 70th anniversary as an opportunity to revise the expressions used in the corporate philosophy with a view to the future of the Company.

The Company has established QCDESS™ as the new cornerstone of its strategy to solidify its foundations for the 100th anniversary.

Becoming carbon neutral is humankind's mission, and is also a very important topic for the Company. Based on the direction of such strategies, "Eco" represented by the E in QCDESS was reflected in the corporate philosophy.

The corporate philosophy is the **reason for existence (purpose)** of the Company.

In order to achieve sustained growth of the Company, we believe it is important for the corporate philosophy to clearly

express our purpose, the reason for our existence, based on the future direction of the Company, and that all employees work as one to work toward the same goals by sharing values pivoting around the corporate philosophy.

To this end, we have provided opportunities for each person to discuss what the corporate philosophy means to them in their own words through dialogue between superiors and subordinates or team meetings, and created opportunities for members to engage in activities centered on the corporate philosophy through team building activities.

Going forward, we expect them to consider how to reflect the corporate philosophy into their own work and their team's strategy centered on the corporate philosophy with the addition of new concepts, exchange opinions within their teams and create innovative ideas that transcend existing frameworks.

Corporate philosophy Page 25

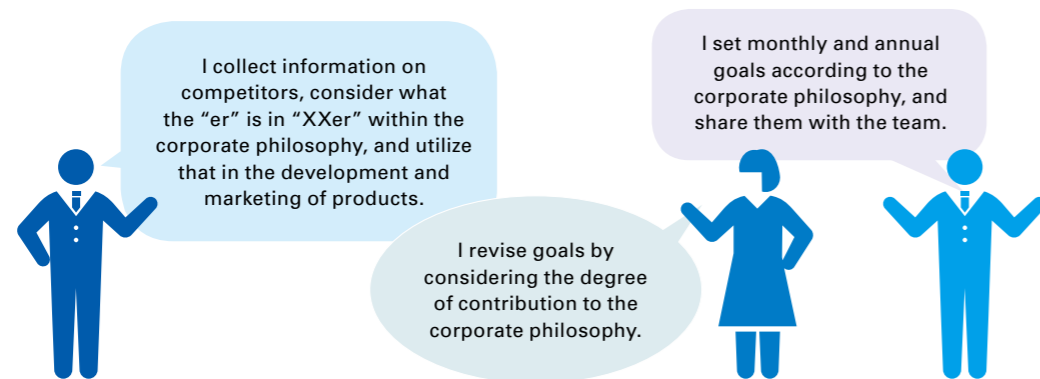
Initiatives to personalize the corporate philosophy

The Group has engaged in using the corporate philosophy as a starting point for **initiatives to "personalize" the corporate philosophy** by ensuring that employees not only "know" the corporate philosophy, but also understand its history and meaning.

We provide an environment for gaining a deeper understanding of the corporate philosophy, and conduct workshops to let employees think about how the corporate philosophy aligns with the work of individuals.

E-learning programs are used to provide an opportunity to correctly understand the history and meaning of the corporate philosophy, and think about how it is related to one's work. We then provide employees with opportunities to reflect on the corporate philosophy while actually working in their respective workplaces.

Sessions for considering the corporate philosophy are also conducted in group training for junior employees in their twenties and thirties, providing a place to exchange opinions on what should be prioritized in day-to-day work to implement the corporate philosophy in their respective operations. After training, the ideas are shared in their workplaces, evolving further and permeating throughout the organization.



Diversity & Inclusion

Diversity accelerates sustainable growth

Interview with Cathie Anderson



Cathie Anderson leads sales in North America, Europe and Asia as Director of Sales of New Hampshire Ball Bearings, Inc. (NHBB) and Head of Global Sales for the Aerospace and Machine Products Division of MinebeaMitsumi. Since joining MinebeaMitsumi's subsidiary NMB Technologies Corporation in 1998, she has expanded business while fully utilizing the diversity that is a strength of the MinebeaMitsumi Group, while broadening her own career.

Being a woman

It is an industry without many women in managerial positions, it was common for me to be the only woman in meetings within the company and with customers. However, I have met many talented female managers in North America, Europe and Asia through my work at the MinebeaMitsumi Group, and I have been surprised and also feel proud of the progressive approach of the Group. Working in a performance-based culture makes it possible to advance one's own career regardless of gender.

How to produce results in an environment filled with diversity

The global team has a mixture of various cultures, and in order to work as one toward achieving strategic goals, we have created the principles of the 3Cs culture (the three Cs represent Communicate, Cooperate and Communicate), which are shared throughout the global team. We have expanded business by fully utilizing information in CRM tools for centrally managing information related to sales and operating systems for effectively supporting customers where the key account manager is the single contact for the customer. This was made possible due to the advanced and organized communication system based on the 3Cs culture.



Utilizing diversity for effective communication

One important point in a teamwork structure with the global team, which is comprised of multi-lingual members from diverse cultures, is to listen closely to team members and speak as slowly as possible while confirming that they understand. This is particularly true when communicating with team members whose native language is not English. By doing this, various opinions emerge, discussion deepens, and wonderful ideas can be produced.

This also creates opportunities to learn about cultural concepts from each country as much as possible.

It is important to bear an inquisitive mind to learn and accept the food, customs, greetings, and even seating order for meetings of these various countries. Thankfully, the global team members happily create opportunities for me to learn various ideas while I happily create opportunities to teach North American culture to the team members. When I once participated in a meeting in Japan, a team member arranged lodging for me at a traditional hot spring. Since then, I have become a big fan of hot springs.

The importance of work-life balance

I love my work, but the greatest joy of my life is my family. Prioritizing family is also a basic policy of my team.

I have utilized the company systems that support a comfortable working environment, including those for maternity and child raising. I have taken efforts to effectively balance work and private life while learning the meaning of work-life balance from the management of the MinebeaMitsumi Group. I believe that this is an important concept that is shared across each country.

Launch of a project to promote the empowerment of women

In Japan, a project to promote the empowerment of women spanning four domestic group companies was launched as a specific activity for increasing diversity in the form of "INTEGRATION of people." The project is aimed at further empowering women based on the three themes of "fostering corporate culture," "actively recruiting women," and "creating positive and rewarding work environments," while creating an organizational culture and workplace

environment enabling all employees to fulfill their individual potential. In April 2021, MinebeaMitsumi received "Eruboshi (Level 3)" certification by the Japanese Minister of Health, Labour and Welfare as a superior company that promotes Women's participation and advancement.

