



**Kanako Ishida,**  
Deputy Officer of Human Resources & General Affairs Division **will drive the Company's sustainable growth**

**A talent strategy that maximizes the talents needed to realize the Company's growth strategy**

Last year, the Company revised the wording of its corporate philosophy in order to better define its growth strategy and the talent requirements necessary for the execution of the strategy. To realize the Eight Spears strategy and the strategies for solving social issues, which are clearly defined under the corporate philosophy of "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,"

- Leaders who can enhance and evolve the business with their ability to think big and execute with a strong sense of vision
- Engineers who can boldly take on the challenge of the resolution of social issues through the deepening and INTEGRATION of the Company's technology

are the items that we believe we must focus on strengthening.

While clarifying the human talents, we are working to secure a group of talents who we can focus on strengthening, developing to uncover their potential, create a talent management system with appropriate assessment and compensation, and create a system that enables them to maximize their performance.

The Company aims to accelerate its growth by further strengthening these initiatives in preparation for the relocation to its new Tokyo Headquarters building (MinebeaMitsumi Tokyo XTech Garden) in 2023, and by implementing a talent strategy that further enhances the Company's talents, while utilizing the strength of its human capital.

**Talent strategy 1** **Developing and acquiring leaders** - Strengthening leaders who can enhance and evolve the business with their ability to think big and execute with a strong sense of vision -

One of the strengths of the Company is the diversity of its globally active talents, which it has nurtured since the time of its foundation as a result of its overseas expansion and M&As. [Human Capital Page 47](#) As we leverage this advantage in order to realize the Company's growth strategy going forward, we are further prioritizing the strengthening of our leaders. We are integrating various functions and the Eight Spear businesses that transcend existing frameworks, and promoting the strengthening and evolution of businesses/functions. At the same time, we are seeking to develop leaders who look at the big picture when identifying issues on a global level, who have the ability to execute, and who are able to bring the people concerned together as they take on the challenge of resolving these issues.

To achieve this, we will optimize the business portfolio,

actively hire top management talent from outside the Company who can drive the evolution of the business through powerful leadership, as well as augment and cultivate the talent pool for those with high potential to become the next generation of leaders. In particular, for the nurturing of top management candidates we will not only supply training opportunities but also provide work shadowing of management for a certain period of time, giving them front-line experience to help them refine their ability to make judgments as top management.

In addition to diversified and global talents, which are a strength of the Company, the development of a leadership that combines the ability to plan and build future visions with the ability to execute is one of the key points of our talent strategy, which accelerates the realization of the Company's group strategy.

**Talent strategy 2** **Developing and acquiring engineers** - Strengthening engineers who can boldly take on the challenge of the resolution of social issues through the deepening and INTEGRATION of technology -

The manufacturing knowhow that has been cultivated since the foundation of the Company and the technological capabilities that have been augmented through M&A and other factors are also strengths of the Company. [Intellectual Capital Page 51](#) The Company is further reinforcing these strengths to increase the robustness of the mechanism by which such knowhow is passed on. In addition to this, we are strengthening the portfolio of engineers that is needed to realize our growth strategy, by hiring engineers from outside the Company who use fresh ideas that are not bound by existing methods and their experience to add value to the Eight Spear products

and open the way to the resolution of social issues. Furthermore, we are nurturing the promising talents of the future by providing children with opportunities to learn and supporting students with their tuition fees, thus helping to educate the outstanding young engineers who will be responsible for the next generation of technical development.

We also invite academic institutions and customers to work on projects to generate technology that can be linked to the Company's technology and to various social issues. Moreover, the Company has established development sites such as the Karuizawa Technology Center and the Osaka

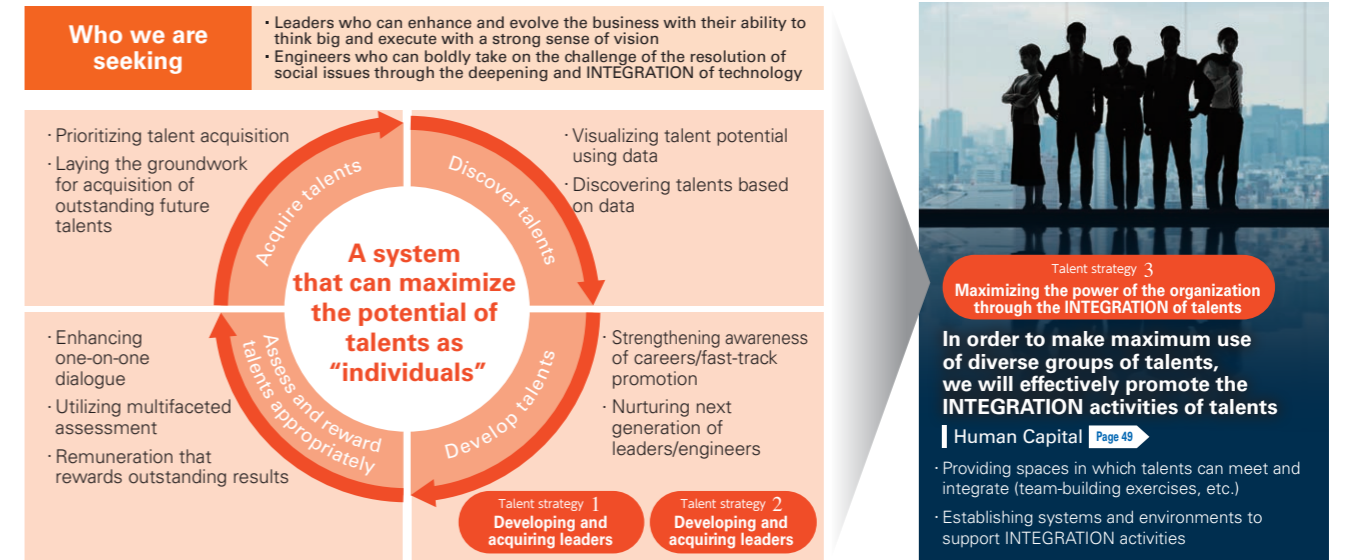
Research and Development Center so that those involved in technology can work without stress on new projects, both real and virtual. The Tokyo XTech Garden will join the technology development sites in 2023.

Furthermore, as bottom-up initiatives to create and implement a variety of ideas, the Company's distinctive team-building activities are used to facilitate technology INTEGRATION.

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**MinebeaMitsumi's talent strategy**

**By systematizing talent management to allow each individual to maximize their potential, we will play a part in the development of society and accelerate the sustainable corporate growth**



**Talent strategy 3** **Maximizing the power of the organization through the INTEGRATION of talents**

The diversity of our talents is one of the strengths of the Company. In order to maximize potential for individuals from a variety of backgrounds and with different aptitudes, the Company needs to implement an integrated talent management system.

In order to operate this structure effectively and efficiently, we will put in place a talent management system that addresses the four aspects of acquiring talents, discovering talents, developing talents, and appropriately assessing/rewarding talents.

If we strategically acquire priority talents and the talents that will support the MinebeaMitsumi Group of the future, we will use data to visualize and uncover the potential of all our employees, including new hires.

The process of updating career development will begin with new graduates. At each milestone from junior employee to middle management, employees will be provided with opportunities to consider their own career based on the Company's corporate philosophy and strategy. The system will provide opportunities to accelerate their career development through job-posting system and fast-track promotion.

Over the past few years in particular, we have focused on strengthening the system for appropriately assessing and rewarding talents. We have introduced a management by objectives system, and have changed to a remuneration system in which the performance of individuals is reflected in their reward, and under which outstanding results are rewarded. In conjunction with rephrasing our corporate philosophy, we have updated our performance evaluation items. As a result,

our performance appraisal and talent development is better suited to the talent requirements of the Company. To effectively use performance appraisal in talent development in particular, we provide managers continuous training on methods for assessment, methods for feedback, and methods for one-on-one dialogue. In addition, beginning in the current fiscal year we also introduced a system of multifaceted assessment.

What supports the operation of talent management is a human resources database system that enables the efficient and effective use of the latest talent information for each employee. We are currently in the process of moving to a human resources information system that enables the centralized management of all information related to talents that was not previously managed an integrated fashion in individual departments and sites. [Promotion of AI & DX Page 56](#)

Going forward, we will continue to reform the remuneration system so as to reward outstanding results by role and duties. In addition, we plan to check the level of employee satisfaction from the perspective of the overall employee experience resulting from the "INTEGRATION of talents." By doing so, we will work to create an organization that enhances the motivation and performance of the employee.

We believe this talent strategy will support the effective INTEGRATION of individual employees while maximizing their potential through a variety of opportunities. By accomplishing this, we will accelerate the sustainable growth of the Company.