

# Human capital

The strength of our human capital is our global and diverse workforce cultivated through overseas expansion and M&A since the Company's founding, and the ongoing expansion and evolution of our manufacturing expertise. As we take on the challenge of rapid growth in pursuit of the Eight Spear strategy, and to solve social issues, we focus on developing and acquiring "leaders who look at the big picture, and who strengthen and evolve business through ingenuity, leadership execution skills" and "engineers who boldly confront the

challenge of solving social issues through the deepening and INTEGRATION of technologies." We strive to maximize organizational strength through team-building and X (cross) tech activities, fostering INTEGRATION of our diverse talents, a strength of our organization.

Human resources policy

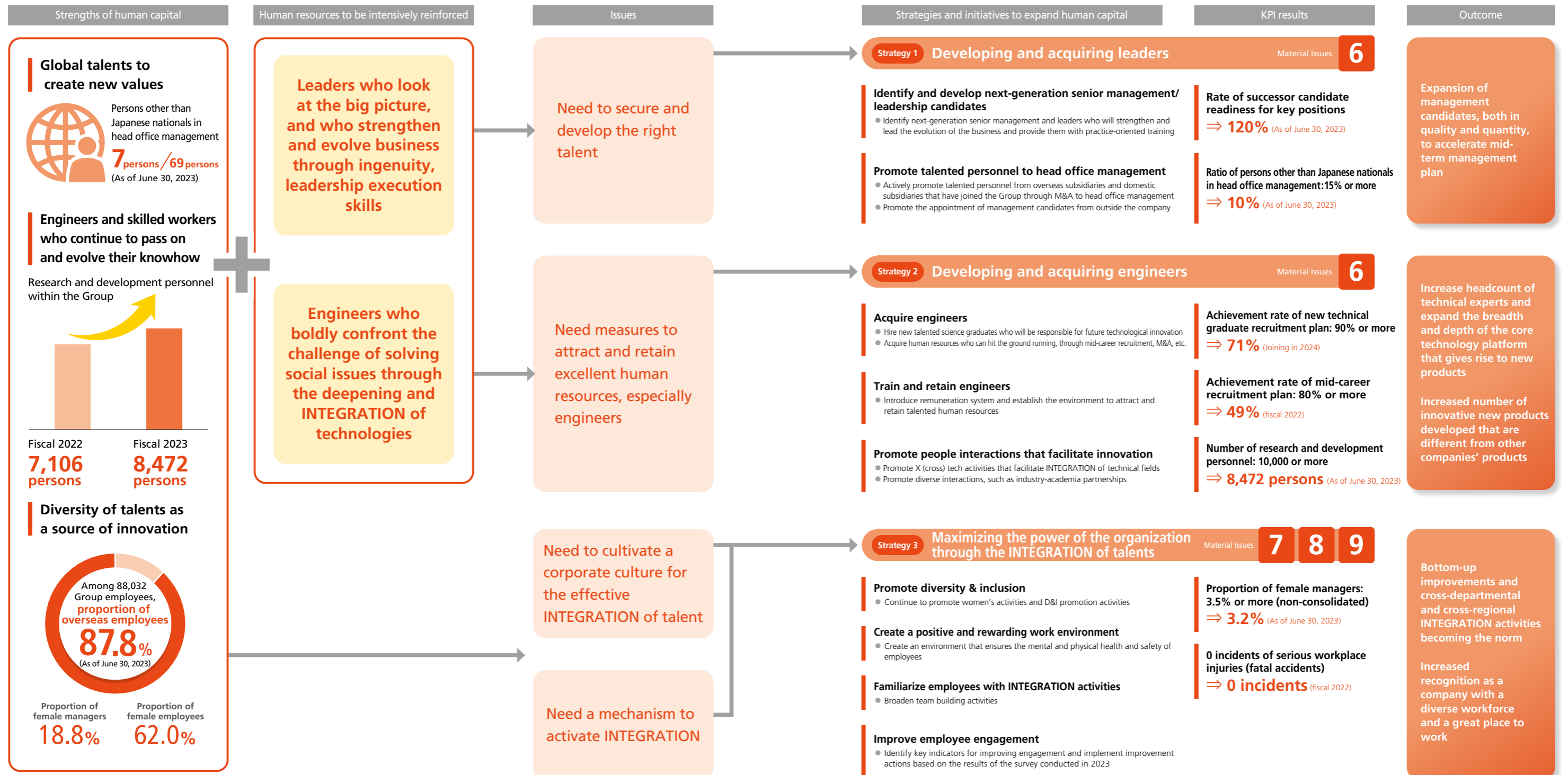
We create new value by actively accepting differences, and take on

the challenge of reform to increase corporate value and realize our management strategy.

Human resources strategy

We will discover, secure, and develop "sharp talents" individuals who can

drive the business forward on their own, take on new challenges, and continually grow the Company.



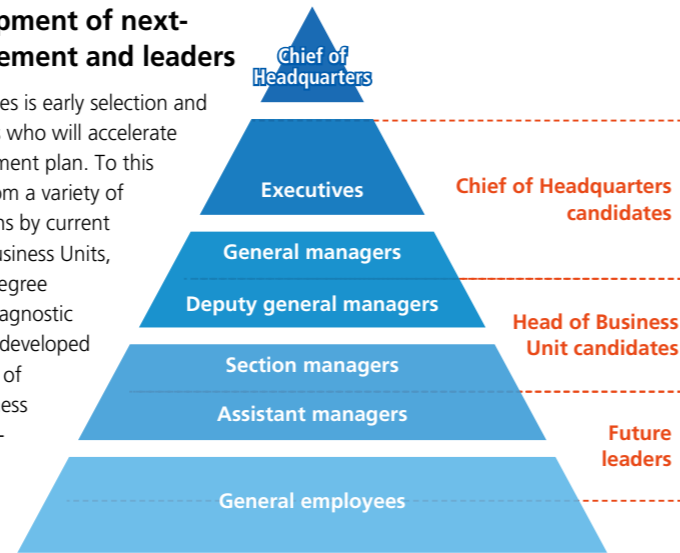
## Examples of Human Capital Expansion Initiatives

Strategy 1

Developing and acquiring leaders

### Identification and development of next-generation senior management and leaders

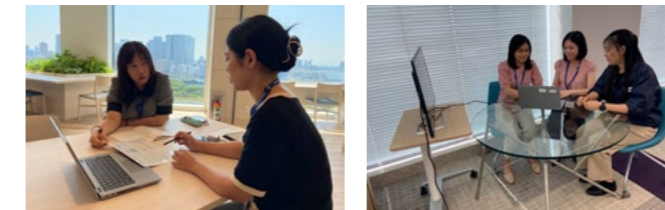
One of the important management issues is early selection and development of a leadership candidates who will accelerate the execution of the mid-term management plan. To this end, the Group identifies candidates from a variety of perspectives, including recommendations by current Chiefs of Headquarters and heads of Business Units, annual performance evaluations, 360-degree feedback of leadership behavior, and diagnostic tests of logical thinking skills. Then, we developed a three-tiered pool of candidates: Chief of Headquarters candidates, head of Business Unit candidates, and young and middle-ranking future leaders. We implement practice-oriented training based on the individual candidate's situation.



### Training for locally hired leaders of overseas subsidiaries held at headquarters

In 2018, we started a one-year training program in Japan for talented employees of our overseas subsidiaries, as part of our efforts to produce human resources who will be responsible for local operations in the future. Thus far, a total of nine employees from Thailand, China, the Philippines and Germany have taken part in the program. During the program, trainees stay at the headquarters and multiple domestic offices where they develop a wide-ranging field of view and a managerial perspective by gaining an understanding of our primary business operations. We

also provide ongoing department-led training programs, each lasting from several months to a year, for local employees at major overseas plants in Thailand, China, the Philippines, and other countries.



Strategy 2

Developing and acquiring engineers

### 1 DAY Workshop, Faculty of Engineering, the University of Tokyo

In November 2022, we held a "1-DAY Workshop" for students from the Faculty of Engineering, the University of Tokyo, in order to convey the Company's appeal and technological strengths to students majoring in engineering, and to create new relationships with the university and opportunities for social collaboration. Thirty-four students from

the University of Tokyo and the Company's young engineers engaged in energetic discussions about idea generation and problem-solving measures based on the discussion themes. It was a valuable opportunity for students from the University of Tokyo, who are full of intellectual curiosity, and the Company's passionate young engineers to interact with each other.



### Stimulating communication through X (cross) team activities

In March 2023, we started activities to promote people-to-people communications in order to enhance INTEGRATION in the technical field by making optimal use of the new Tokyo X Tech Garden venue. Starting with the "Development x Sales Theme Exchange Meeting," which aimed to activate mutual communications

among resident members and improve work efficiency by enhancing internal references, various measures to encourage human communications have been implemented to accelerate INTEGRATION.



Strategy 3

Maximizing the power of the organization through the INTEGRATION of talents

### Team building activities

We build teams as the basis of our INTEGRATION initiatives by taking a bottom-up approach for improvement and by deploying best practices laterally within the Group. This activity started in fiscal 2019 and is now implemented world-wide.

The team from Thailand won the Gold Prize at the All-MinebeaMitsumi Team Building Awards in fiscal 2022 by improving productivity by sharing knowhow and optimizing resource allocation among growing demand products and shrinking demand products. The Chinese team, winner of the Silver Prize, used web conferencing tools to share ideas for improvement, analyze defects and improve jigs across the division, and successfully reduced scrap and improved productivity, despite disruption of support due to the COVID-19 pandemic.



### Diversity & inclusion

Under our corporate slogan, "Create new value through 'difference' that transcends conventional wisdom," we uphold a spirit of equality when it comes to human resources, and promote talented people regardless of where they come from. We have adopted a group executive officer system, for which executives are selected from the management of overseas group companies, and meetings are held regularly to promote communication.

In Japan, our efforts center around our "women's empowerment and D&I promotion project." This prompts

us to establish and implement measures for hiring, training, and utilizing a diverse range of employees. It also promotes increasing the percentage of female managers, recruiting women for career positions and hiring women with STEM educational backgrounds. Believing that it is important for employees to be physically and mentally healthy and fulfilled in order to create new ideas, we have built a new massage room at the Tokyo X Tech Garden. We have hired visually impaired people as massage therapists to promote employment of people with disabilities and to improve the health of our employees.

### Employee engagement

We conducted an engagement survey of approximately 9,000 employees of domestic group companies in June 2023. The survey participation rate was 85%. Based on the results, we are

working to identify key indicators for improving engagement and formulate action plans.