

The Salary Transparency Report was created through Law 14,611, of July 3rd, 2023, which provides for salary equality between men and women.

This report utilizes research data and information on the occupations of men and women already provided by the company through e-Social, along with additional information obtained through a questionnaire on remuneration criteria, hiring practices, and initiatives supporting the advancement of women within companies.

All this information was consolidated in a report from the Ministry of Labor and Employment (MTE) and made available for companies to disclose.

Below is the Salary Transparency Report from the company **Minebea AccessSolutions** - Guarulhos site, which shows that we are covered by the legal provisions as determined by the legislation mentioned above.

Transparency and Equal Pay Report for Women and Men – 1st Semester 2026

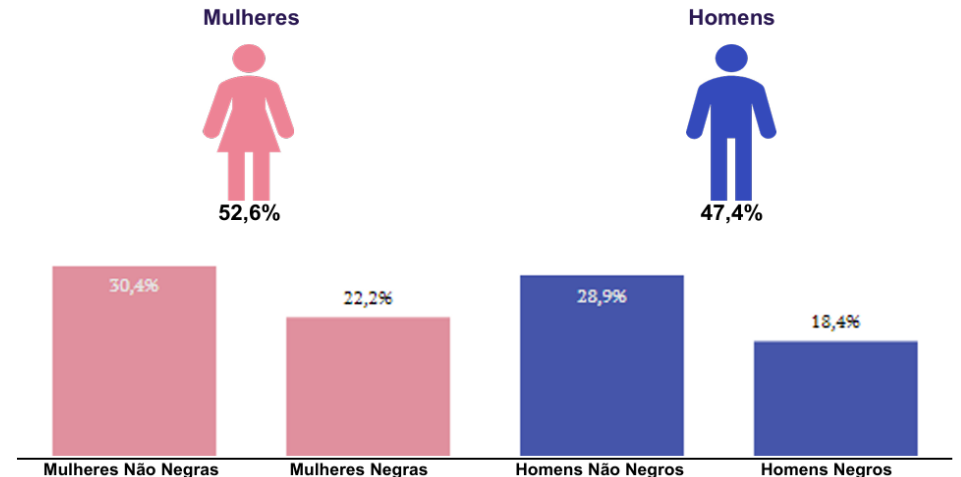
CNPJ: 17.465.122/0001-56

Salary differences between women and men: The median salary for women is equivalent to 55,4% of that received by men. The average salary was equivalent to 50,7%.

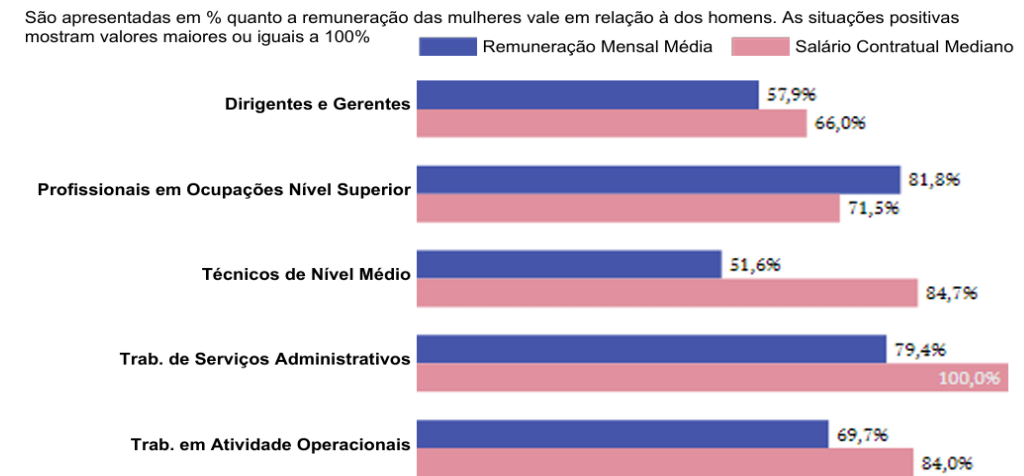
Indicador	Definição	Razão M/H
Salário Contratual Mediano	$\frac{\text{Salário mediano para Mulheres (M)}}{\text{Salário mediano para Homens (H)}} = \text{Razão M / H}$ <p>Razão M / H = quanto o salário das mulheres equivale ao salário dos homens, em %</p>	55,4%
Remuneração Mensal Média	$\frac{\text{Número Total de Homens} \times \text{Remuneração Mensal Média para Homens (H)}}{\text{Número Total de Mulheres} \times \text{Remuneração Mensal Média para Mulheres (M)}} = \text{Razão M / H}$ <p>Razão M / H = quanto a remuneração das mulheres equivale à remuneração dos homens, em porcentagem (%)</p>	50,7%

Elements that may explain the differences observed:

a) Composition of total employees by sex, ethnicity and race



By major occupation group, the difference (%) in women's wages compared to for men, it appears when it is greater or less than 100:



For each occupation group that does not present a calculation of the difference, for hiring salary or for average salary, one of the following may have occurred. Six reasons: (1) for having fewer than three wives; (2) for having fewer than three men; (3) for not having women; (4) for not having men; (5) for not having three men nor three women in that occupational group; (6) because there are neither men nor women in that occupational group.

b) Remuneration criteria and actions to ensure diversity – 1st – 2026:

Critérios remuneratórios	
Plano de Cargos e Salários ou Plano de Carreira	🏠✅
Cumprir metas de produção	🏠✅
Disponibilidade para horas extras, reuniões com clientes e viagens	
Disponibilidade de pessoa em ocupações específicas	
Tempo de experiência profissional	🏠✅
Capacidade de trabalho em equipe	🏠✅
Proatividade, desenvolvimento de ideias e sugestões	🏠✅
Ações para aumentar a diversidade	
Ações de apoio a compartilhamento de obrigações familiares para ambos os sexos	🏠🏠🏠🏠
Políticas de contratação de mulheres (negras, com deficiência, em situação de violência, chefes de família, LGBTQIA+, Indígenas)	
Políticas de promoção de mulheres para cargos de direção e gerência	