

# Initiatives for the Environment

Aiming at our corporate philosophy “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,” we will work diligently on decarbonization and the reduction of environmental burden.



The environmental policy can be viewed from here.



Environmental management activities can be viewed from here.

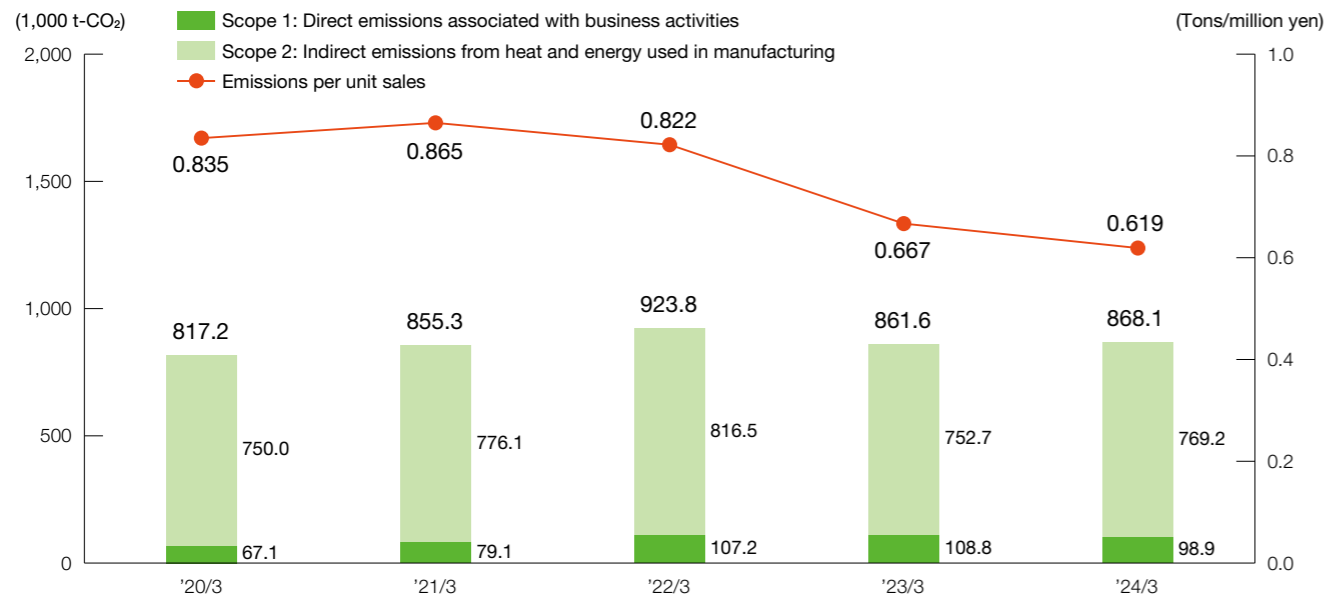


## Setting new reduction targets for greenhouse gas emissions

The Group set new reduction targets for greenhouse gas emissions that are in conformity with the “Science Based Targets,” which are greenhouse gas emission reduction targets that are scientifically consistent with the objectives set by the Paris Agreement. We aim to reduce greenhouse gas emissions in Scopes 1 and 2 by 42% and in Scope 3 Category 11 (use of sold products) by 25% by the fiscal year ending March 2031, compared with the fiscal year ended March 2023.

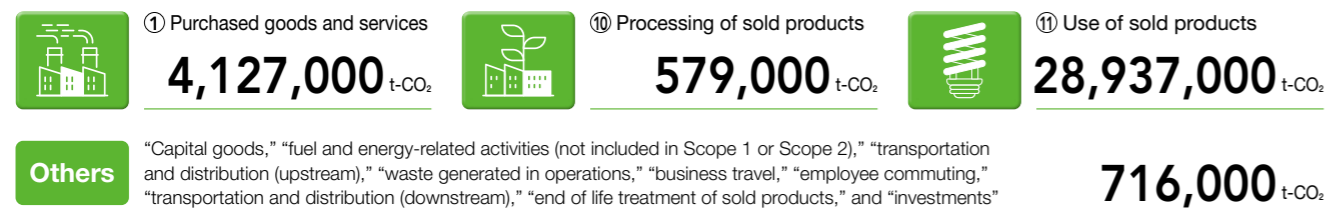
Furthermore, as part of our efforts toward achieving “Minimizing the environmental impact of business activities,” one of our material issues, we aim to achieve carbon neutrality in 2050.

### Scopes 1 and 2 emissions



\*Changed the Scope 2 calculation method from location-based to market-based, retroactively up to the fiscal year ended March 2020

### Scope 3 emissions



\*New calculations for categories 9, 10, 15, starting from the fiscal year ended March 2024

### Assessment from CDP

In the CDP Scores, we were awarded “A-” in Climate Change 2023 and “A” in Water Security 2023



The detailed environmental data can be viewed from here.



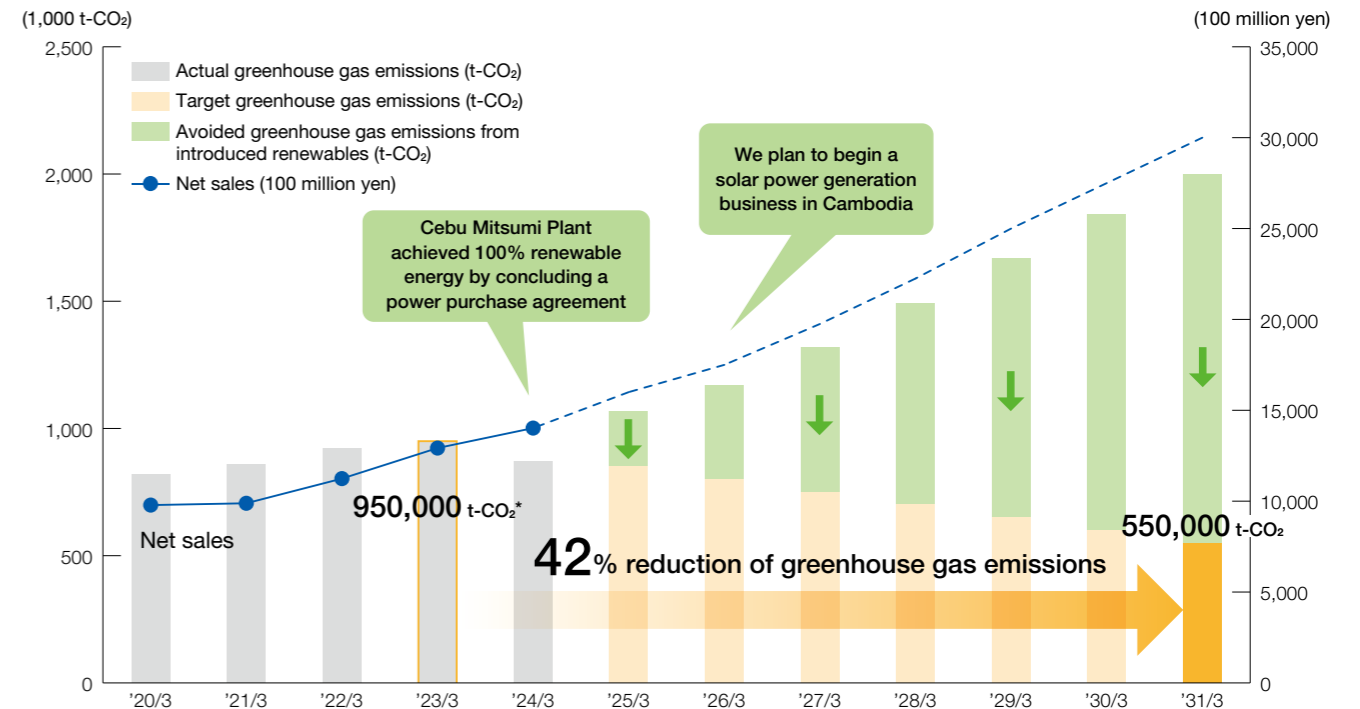
## Initiatives toward carbon neutrality by 2050

Material issues 2

The Group is promoting a 42 percent reduction in greenhouse gas emissions (Scopes 1 and 2) compared with the fiscal year ended March 2023 by the fiscal year ending March 2031, and to achieve carbon neutrality by 2050. We are promoting the procurement of renewable energy through self-consignment systems, electric power procurement agreements and PPAs.

In Japan in 2023, we started to supply our five offices and plants in the Kanto area and in May 2024, we started to supply the Chitose Business Division, using self-consignment systems.

### Greenhouse gas emissions and reduction targets



\*Approximately 80,000 tons of greenhouse gas emissions from the three integrated companies were added to the target base year (the fiscal year ended March 2023) to obtain SBT certification

### Example 1 Large-scale solar power generation system installed at MITSUMI Cebu plant

In October 2023, we installed self-consumption solar power generation systems on the premises of the MITSUMI Cebu plant (Danao City, Cebu Island, Republic of the Philippines). The output of the solar power generation systems is approximately 7.9 MW-dc and this is the largest capacity for self-consumption type solar power generation systems installed at a Japanese company's factory in the Republic of the Philippines. Estimated annual power generation amount is approximately 12,806 MWh/year and this is equivalent to a reduction in greenhouse gas emissions of approximately 6,833 t-CO<sub>2</sub>/year.

Furthermore, with the signing of a power purchase agreement (PPA) in March 2024, the MITSUMI Cebu plant has achieved its goal of using 100% renewable energy.



Solar power generation systems at the MITSUMI Cebu plant

### Example 2 Concluded a Memorandum of Understanding for a solar power generation project with the Ministry of Mines and Energy of Cambodia



Cambodia Plant

In December 2023, we signed a Memorandum of Understanding on a solar power generation project with the Ministry of Mines and Energy of Cambodia.

We aim to use renewable energy for all the electricity required for our existing plants and future plant expansions in Cambodia. In collaboration with SchneiTec, a government-certified electricity utility in Cambodia, we plan to launch a 50 MW solar power generation project in Krakor District, Pursat Province, Cambodia during the fiscal year ending March 2026.

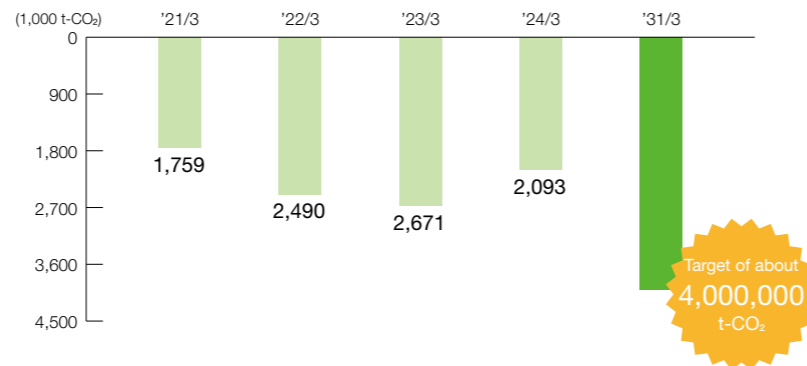
## The MMI Beyond Zero initiative

Material issues 1

Our "MMI Beyond Zero" initiative aims to contribute to the reduction of global CO<sub>2</sub> emissions by enhancing the energy-saving features of our products. By using these products, our customers will in turn reduce the electricity consumed by their products, and their customers' products.

As a part of this initiative, we have been tracking the amount of CO<sub>2</sub> emission reduction contribution by our products since the fiscal year ended March 2021. In the fiscal year ended March 2024, shipments of high-performance fan motor bearings fell and a decrease in volume of fan motors due to a model change, resulted in a year-on-year decrease of approximately 2,093,000 t-CO<sub>2</sub>.

### Actual volume of avoided CO<sub>2</sub> emissions



### Calculation method

The volume of avoided CO<sub>2</sub> emissions is calculated based on the Japan Electronics and Information Technology Industries Association (JEITA) guidelines.

"Effect on reduction of electricity consumption at the time of product use" indicates the amount of power consumption reduction when comparing the power consumption of the evaluated product with the power consumption of the same product equipped with previous generation parts.

### Formula used to calculate the volume of avoided CO<sub>2</sub> emissions

$$C_d = \Delta W_p \times L \times H_{op} \times Coef_e \times S$$

Volume of avoided CO<sub>2</sub> emissions = Effect on reduction of electricity consumption at the time of product use × Product life × Coefficient for CO<sub>2</sub> emissions × Sales volume in the fiscal year

$C_d$ : Volume of emissions directly avoided (kg-CO<sub>2</sub>)  $\Delta W_p$ : Reduction of electric power consumption in a rated condition (kW)  
 $L$ : Load factor during actual state of operation compared with rated usage conditions  $H_{op}$ : Hours of operation (h)  
 $Coef_e$ : Coefficient for CO<sub>2</sub> emissions from power consumption (0.5001 kg-CO<sub>2</sub>/kWh \*based on IEA2020 2018 emission coefficient in Japan)  
 $S$ : Sales volume  
 \*We sell parts used in final products, so "product" refers to the final product.



Our products are incorporated in various final products, contributing to the realization of a sustainable society.



## MinebeaMitsumi Green Products Certification Program

Material issues 1

Almost all our products are environmentally friendly products which are originally small sized and allow precise downsizing, and contribute to saving energy and space.

In 2019, we introduced the "MinebeaMitsumi Green Products Certification Program" to select products that are particularly environmentally friendly.

### Criteria for designation as Green Products

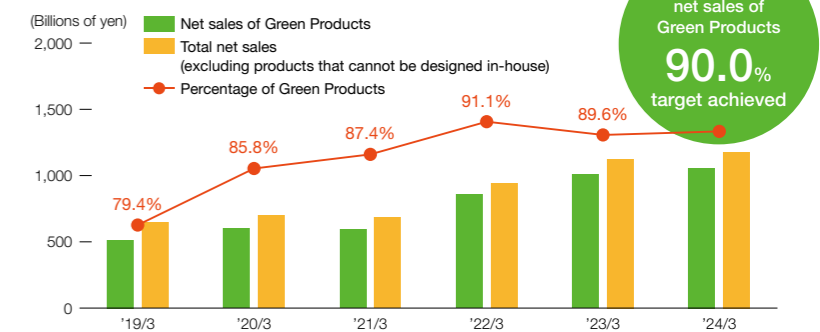
In designing	In manufacturing	In shipment	In using
<ul style="list-style-type: none"> <li>Selection of environmentally friendly materials</li> <li>Selection of energy-efficient parts</li> <li>Use of recycled and reused materials</li> <li>Consideration for disposal of products</li> <li>Confirmation of non-use of prohibited substance</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of electric power consumption</li> <li>Reduction of raw and indirect materials</li> <li>Reduction of waste</li> <li>Reduction of chemical substances</li> <li>Reduction of water usage</li> </ul>	<ul style="list-style-type: none"> <li>Use of packaging materials with consideration for the environment</li> <li>Reuse of packaging materials</li> <li>Reduction of CO<sub>2</sub> in logistics</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of electric power consumption</li> <li>Smaller products</li> <li>Lighter products</li> <li>Longer product lifespan</li> </ul>

We are working to increase the ratio of MinebeaMitsumi Green Products to over 90% of our sales by the fiscal year ending March 2029.

In the fiscal year ended March 2024, we achieved this target with the percentage of Green Products at 90.0%, thanks to the increase in sales of Green Products.

We will continue our efforts to increase the ratio of Green Products.

### Green Products sales results



## Progress of Green Bond Framework

Material issues 1 2

To achieve the environmental targets while taking on the challenge of carbon neutrality and promoting MMI Beyond Zero, in November 2022, the Company issued its first series of green bonds to provide proceeds for various environmental-related improvements. These include not only power-saving high quality bearings, ultra-high performance bearings, and related R&D expenses, but also investments in R&D and production for ball bearings used in the main motors of electric vehicles. The Company will also use these proceeds to procure its own decarbonized power sources. Going forward, we will continue to further promote initiatives to realize a sustainable global environment.

### MinebeaMitsumi Green Bond Reporting (As of March 31, 2024)

#### Reporting of state of fund allotment

Business category	Eligible business	Required amount	Allocated	Unallocated	Expected allocation FY
Production of ball bearings	Capital investment in production equipment for high-quality bearings to contribute to power conservation	25,000	21,685	586	By the fiscal year ending March 2025
	Capital investment in production equipment for bearings with innovatively improved precision				
	Capital investment in production equipment for bearings for the chief motors of an EV				
Procurement of decarbonized power sources	Introduction, operation, and maintenance of solar power generation systems to our own equipment	0	0	0	
	Purchase of renewable energy electric power				

(Millions of yen)		
New finance/refinance	Sum	Proportion (%)
New finance	10,881	44.57
Refinance	13,532	55.43
<b>Total</b>	<b>24,414</b>	<b>100.00</b>

#### Impact reporting

Business category	Eligible business	Final use	Avoided CO <sub>2</sub> emissions (t-CO <sub>2</sub> /annum)	Business category	Eligible business	Installed regions	Avoided CO <sub>2</sub> emissions (t-CO <sub>2</sub> /annum)	[Expected] avoided CO <sub>2</sub> emissions (t-CO <sub>2</sub> /annum)
Production of ball bearings	High-quality bearings that contribute to power conservation through innovation and improved precision	Fan motors and quality home electrical appliances (e.g. air conditioners) used at data centers	229,839	Decarbonized power sources	Installation, operation, and maintenance of solar power generation systems at our facilities	Thailand	7,531	-
						Philippines	4,441	-
						Americas	-	918
						Japan	824	-

Initiative to address TCFD recommendations

Material issues 2

We recognize the importance of disclosing climate-related financial information and endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2020. We disclose information on mitigating risk and seizing the opportunities climate change poses to our business.



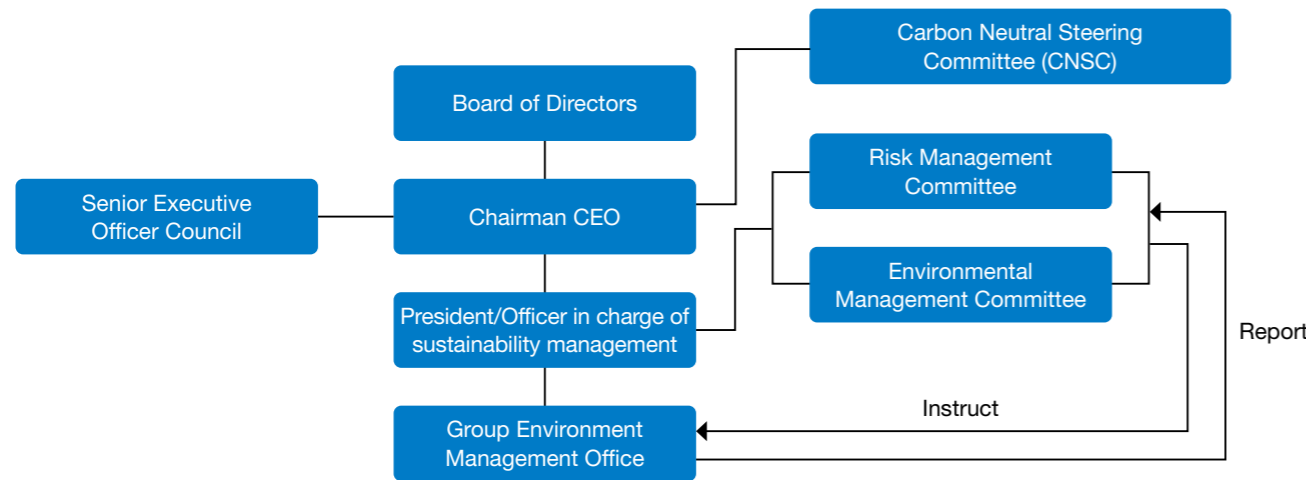
The detailed response to TCFD can be viewed from here.



Based on our "Climate Change-Related Risk Management Regulations," we have established an internal management system for risks and opportunities related to climate change and a process for managing these risks and opportunities using the PDCA cycle.

The Chairman CEO has ultimate responsibility for managing the risks and opportunities related to climate change, working through the Risk Management Committee and Environmental Management Committee. The Chairman CEO evaluates and supervises the Company's responses and progress against its objectives.

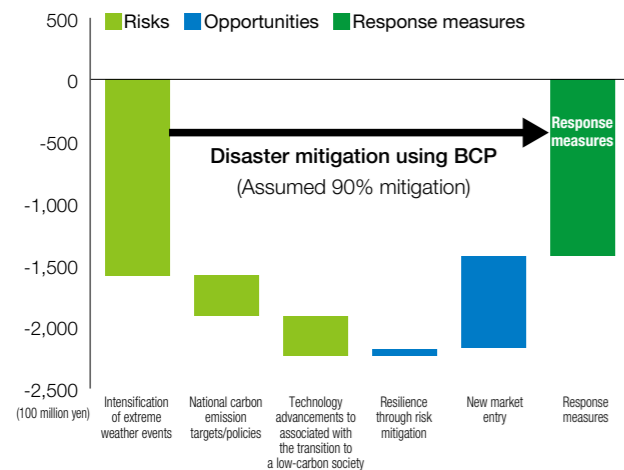
Internal structure for managing the risks and opportunities related to climate change



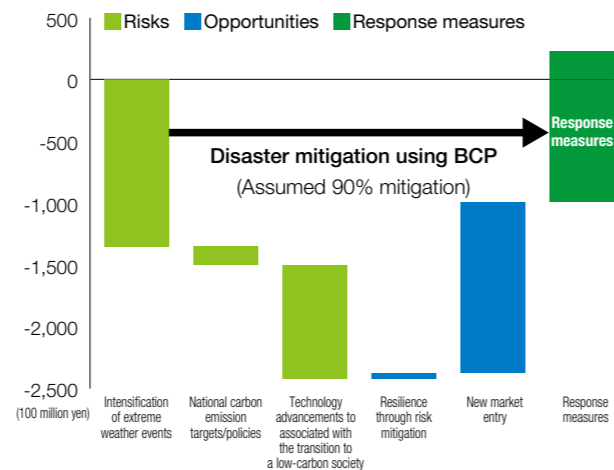
The results of the scenario analysis suggest that severe weather events caused by climate change could have a significant impact on our finances in the form of flood risk. In 2011 flooding in Thailand shut down two of the Company's five Thailand plants. In response, the Company has taken a number of actions against flooding, including creation and adoption of a BCP, install water gate barriers and rising plant premises. We are confident that we have taken appropriate measures to mitigate flood risks at our plants. We will monitor the performance of the countermeasures, and improve them where necessary to prevent flood damage.

Financial impact levels due to risks, opportunities, and risk mitigation measures

4°C scenario



1.5°C scenario



Financial impact evaluation by scenario analysis and response measures

Item	Impact on the business	Evaluation	Response measures to risks/opportunities	Applicable scenario
Intensification of extreme weather events (supply chain disruption, and suspension of internal operations)	<1.5°C/4°C> Due to the potential for river flooding near our sites in Thailand, Cambodia and China, repair costs and lost sales could occur. In addition, businesses in coastal areas of countries such as the Philippines could be similarly affected by disasters such as high tides and typhoons.	★★★	<b>Risks:</b> • We are reviewing our Business Continuity Plan (BCP) and working to establish production systems that are more resistant to disasters. In addition to taking our own measures, such as establishing multiple supply chains that will allow us to respond more quickly to a disaster, we will investigate the risk mitigation efforts of our suppliers.	1.5°C/4°C
		★★★	<b>Risks:</b> • For logistics, we will consider further global modal shifts and promote production that is closer to consumption markets. • We will promote ESG engagement with our parts suppliers to strengthen relationships and promote sustainable development for both parties.	4°C
Introduction of carbon taxes, emissions trading, and national carbon emission targets (cost increases for compliance)	<1.5°C> Energy and greenhouse gas emissions costs will increase with the adoption of carbon taxes, emissions trading, and green electricity purchase requirements. At the same time, electricity prices are likely to decline in the future due to the widespread use of renewable energy. <4°C> Some increase in energy and greenhouse gas emission costs are likely to be incurred due to the introduction of carbon taxes, emission trading, and green electricity purchasing requirements, resulting in increased indirect costs.	★	<b>Risks:</b> • We will take CO <sub>2</sub> emission reduction measures by promoting energy-saving investments, as well as Scope 2 emissions reduction by increasing renewable energy procurement.	1.5°C
		★	<b>Risks:</b> • We will promote CO <sub>2</sub> emissions reduction measures by promoting energy-saving investments, as well as Scope 2 emissions reduction by increasing renewable energy procurement, to avoid being subject to regulations. • With renewable energy sources in mind, we will incorporate increases in energy costs into our financial planning and make efforts to improve production efficiency. • We will promote the procurement of renewable electricity while increasing the amount of renewable energy we generate.	1.5°C/4°C
Technological advances in the transition to a low-carbon society	<1.5°C/4°C> There is a growing need for products with outstanding energy-saving performance and that reduce greenhouse gas emissions. Products that cannot keep pace with technological innovation will be eliminated. Responding to these issues will require costly technological development and R&D expenses.	★★ (1.5°C) ★ (4°C)	<b>Risks:</b> • We will need to promote advanced R&D and technological development to meet low-carbon needs, and to make proactive and systematic investment to remain competitive. <b>Opportunities:</b> • As the need for high-efficiency products to reduce energy costs will increase substantially, we aim to expand the market using our energy-saving technology.	1.5°C/4°C
		★★	<b>Opportunities:</b> • We will create a system to calculate the CO <sub>2</sub> emissions reduction contribution and carbon footprint of our products, and will provide this data as part of design and development output.	1.5°C
Resilience through risk mitigation	<1.5°C> Climate change is expected to make major disasters similar to the Thailand's floods more frequent. With robust business continuity planning, we can enhance the appeal of our products to customers. <4°C> Climate change is expected to make major disasters similar to the Thailand's floods more frequent. With robust business continuity planning, we can enhance the appeal of our products to customers.	★	<b>Opportunities:</b> • We will create and maintain an effective BCP, improve communication with customers so that we are recognized for our reliability, and disclose information about our BCP system.	1.5°C/4°C
		★★★ (1.5°C) ★★ (4°C)	<b>Opportunities:</b> • As part of the transition to a low-carbon society, we will expand sales for energy-saving technology as part of our business plan. • Development and integration of next-generation technologies through digital transformation (DX) • We will continue to promote M&A activities globally, and pursue a cooperative growth strategy to lead in expanding markets. (Expanding mass production outside Japan)	1.5°C/4°C
Changes in product and service needs/ New market entry	<1.5°C/4°C> As concern about climate change increases the adoption of electric vehicles, demand for bearings, motors, and other key components for electric vehicles are likely to increase substantially. /As concern about climate change increases the adoption of electric vehicles, high-efficiency devices (such as drones and robots), and clean energy, sales volumes for bearings and other parts necessary for these products could increase substantially.	★★★	<b>Opportunities:</b> • We will increase investment and promote technological development to enhance the added-value appeal of our products. This includes product environmental performance, such as energy-efficiency, low-carbon specifications, and labeling our products with relevant carbon footprint data. (GX promotion and target achievement)	1.5°C
		★★	<b>Opportunities:</b> • We will promote technological development of products with high energy-saving performance.	4°C

	Profit (100 million yen)	Costs (100 million yen)
★★★	2,500-1,250	2,500-1,250
★★	1,250-625	1,250-625
★	625-0	625-0

## Nature-related dependencies and impacts evaluation

The Group is engaged in corporate activities at 130 production and R&D bases in 24 countries. In order to achieve sustainable growth for our company and society, we will identify the nature-related dependencies and impacts in our value chain, reduce our negative impacts on the natural environment, and work to protect the environment.

### Identifying connections with nature

In assessing nature-related dependencies and impacts, we set the scope of our assessment to include direct operations and upstream suppliers, and first used “ENCORE” (Exploring Natural Capital Opportunities, Risk and Exposure)” to organize the intersections between dependencies and impacts on nature. In our evaluation no items were found to have an extremely high degree of dependency. The use of groundwater and surface water were identified as having medium dependency. From the perspective of impact, many items, including greenhouse gas emissions, water usage, water pollution, and soil contamination showed a high potential for impact.

\*Tool developed jointly by the Natural Capital Finance Alliance (NCFA) and the United Nations Environment Programme World Conservation Monitoring Center (UNEP-WCMC) with the aim of understanding the magnitude of our impacts and dependencies on nature.

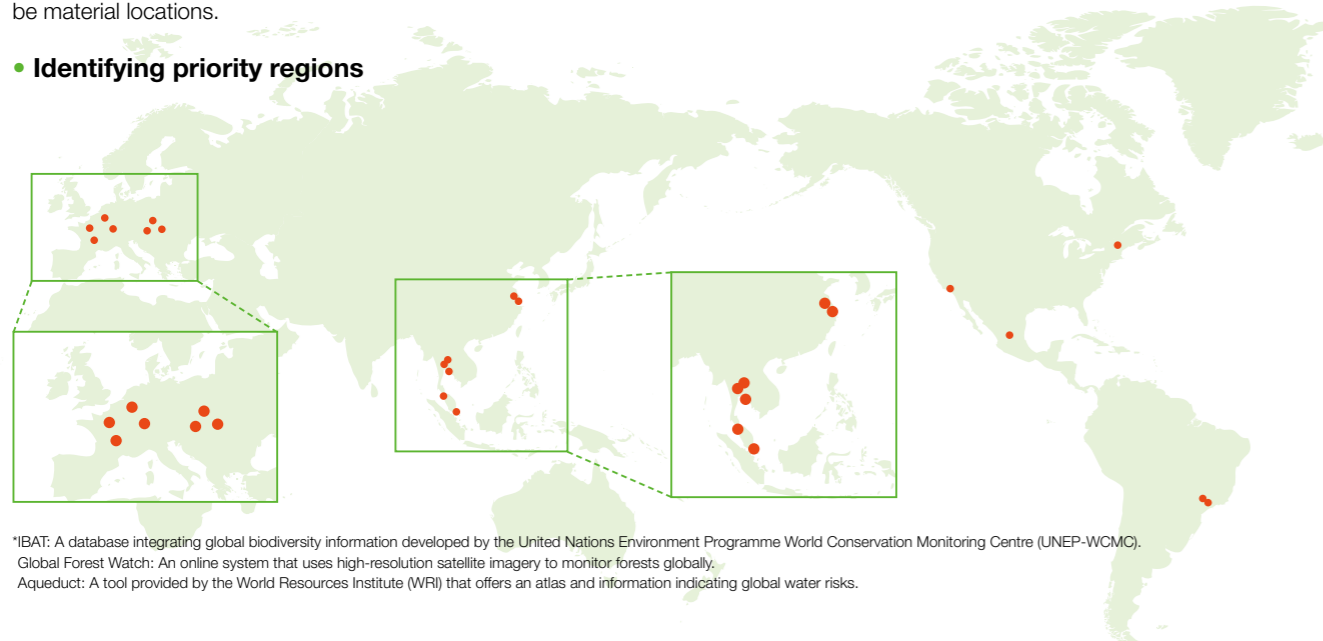
Processes/ Ecosystem services	Dependencies											
	Bioremediation	Sensory impact mediation Light, noise mitigation	Ventilation	Climate control	Protection from floods and storms	Mass stabilization and erosion control	Water quality	Water circulation maintenance	Dilution by atmosphere and ecosystems	Underground water	Surface water	Filtration
Manufacture of machinery, components, and equipment		M	VL	VL	M	VL	L	M	L	M	M	VL
Manufacture of electronic devices and components and hardware									L	M	M	
Manufacture of semiconductors and semiconductor manufacturing equipment	VL			VL					VL	M	M	L

Processes/Impact factors	Impacts						
	GHG emissions	Water use	Water pollution	Soil contamination	Solid waste	Non-greenhouse gas air pollution	Interference (light, sound)
Manufacture of machinery, components, and equipment	VH	H	H	H	H	M	M
Manufacture of electronic devices and components and hardware			H	H	M		M
Manufacture of semiconductors and semiconductor manufacturing equipment	H	H	H	H			

\* VH : Very High H : High M : Middle L : Low VL : Very Low

Using tools such as IBAT\*, Global Forest Watch\*, and Aqueduct\*, we identified 25 priority locations by quantifying the definitions of a sensitive location into a score system to be applied to each location and by weighting these scores according to what we consider to be material locations.

#### Identifying priority regions

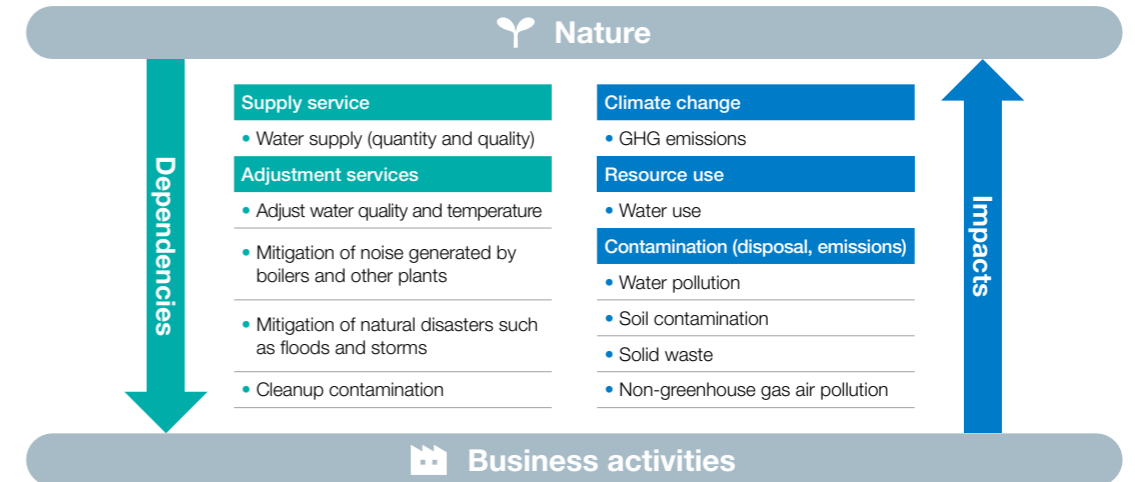


\*IBAT: A database integrating global biodiversity information developed by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).  
Global Forest Watch: An online system that uses high-resolution satellite imagery to monitor forests globally.  
Aqueduct: A tool provided by the World Resources Institute (WRI) that offers an atlas and information indicating global water risks.

## Recognizing dependencies and impacts

“ENCORE” identifies common dependencies and impacts on nature across industry classifications. To identify those more directly related to our business activities, we evaluated dependencies and impacts based on the GHG emissions at each site and the contents of the annual environmental risk assessments.

We will continue to assess opportunities and risks and accelerate our efforts.



Dependency pathways describe how business activities depend on ecosystem services or specific natural capitals, and how changes caused by external factors can affect the costs and benefits of conducting business. Impact pathways indicate how specific impact drivers may lead to changes in flows of natural capitals or ecosystem services as a result of business activities, and how these changes affect different stakeholders.

### CGO's Message

#### Products to contribute to preserving the environment, made by environmentally friendly manufacturing

On the 70th anniversary of our founding, the MinebeaMitsumi Group changed the wording of its corporate philosophy to clarify its ultimate objective: “to contribute to realization of a sustainable, eco-friendly and prosperous society.” We have instilled this principle in all our employees and are committed to producing products that contribute to the conservation of the global environment using environmentally friendly production methods. We strive to reduce our environmental impact during design, manufacturing, procurement, and distribution of our products, as well as during their use by our customers.

We have declared that we will achieve carbon neutrality by 2050 with respect to Scope 1 and 2 greenhouse gas emissions, and we have made a commitment to SBT certification. To achieve these objectives, we are promoting installation of renewable energy in our major plants in the Philippines, Thailand, and Cambodia. We have already converted to 100% renewable energy in our Philippines plants, and are currently launching power generation projects in Thailand and Cambodia, aiming to achieve a renewable energy utilization rate of 30% in Thailand and 100% in Cambodia, during the fiscal year ending March 2026.

In terms of a circular economy, we have evaluated

the use of biodegradable plastic and recycled materials as alternatives to conventional materials, and we have identified products that will meet our specifications. In addition, we also worked with the Nature Positive Initiative to locate points of intersection between our business activities and nature, and to evaluate our dependencies and impacts on nature. I would like us to actively take on these kinds of new challenges.



CGO **Hitoshi Kometani**

# Initiatives for Society

The MinebeaMitsumi Group conducts activities based on materiality to ensure the sustainability of our management. Here, we will introduce our social initiatives.



Material issues (Materiality) Pages 33 to 34

## Reinforcement of quality control systems

Material issues

3

### Basic approach

The Group is a comprehensive manufacturer of precision components which aims to contribute to the development of global society. We have established a quality policy based on our “Five Principles” of management, in order to ensure the highest quality in the products we develop, manufacture, and sell, using limited resources efficiently to prevent waste. By this, we will earn and keep the trust of our customers worldwide.

We establish and operate a quality management system, constantly check the effectiveness of the system, and strive for continuous improvement.

### Quality management framework

The Group has established the Quality Assurance Headquarters directly reporting to the President and Chief Executive Officer, who has ultimate responsibility for quality assurance. Quality Assurance Headquarters engage works to improve quality across the entire Group, under the guidance of the Quality Management Committee which serves as an advisory body in the quality field. The Company has also established “Group Quality Management Rules” and the “Quality Assurance Managers Council,” the “Product Safety Council,” and the “Green Procurement Council.” These groups are composed of managers representing each business unit, and are responsible for maintaining a quality management framework encompassing everything from development through to after-sales services, seeking to create products that offer greater safety and security. This involves regularly addressing issues related to quality, product safety, and the production environment, sharing best practices and preventing problem recurrence, and gathering information from public institutions and external organizations.

### Risk management

The Group, including Headquarters and business units, take steps to mitigate risk of Group products and end-use applications which could have a serious impact on society.

In the event of a serious accident, we have established a system for taking prompt and appropriate measures so that management can quickly control the situation. We regularly review these response procedures and make improvements as necessary.

There have been zero incidents involving serious violation of laws and regulations in the past three years.

### Promoting quality management system certification

Each business division has obtained certification for the various quality management system standards required, and is also working to obtain certification for standards that will be required for future new products. In addition, we train internal auditors so that we maintain and continuously improve our quality management system.

### Disclosing information on products

To ensure that customers and consumers can make appropriate decisions regarding the purchase, use, and disposal of our products, we provide relevant information in our specifications, instruction manuals, pamphlets, and websites.

We will respond sincerely to requests and inquiries from customers and consumers regarding safety information and information on chemical substances contained in our products. The feedback received from customers and consumers is shared with relevant internal departments and is considered in our future business activities.

## Cooperating with suppliers

In order to meet the quality requirements of our customers throughout the supply chain, we present MinebeaMitsumi Group Quality Policy to our suppliers, and request their understanding and cooperation.

### Materiality Goals

In the fiscal year ending March 31, 2025, we will work to broaden and improve education for everyone from operators to managers. In addition, we will standardize our technology evaluation process and deploy it across all divisions.

## Practicing responsible procurement

Material issues

4

### CSR procurement

Considering the global scope of our business activities, we believe it is important to promote CSR throughout our supply chain. In March 2012, we established a framework for CSR procurement with the “MinebeaMitsumi Group CSR Procurement Guidelines,” which are based on the “MinebeaMitsumi Group Code of Conduct.” Contracts we sign with our suppliers require observance of these guidelines and make violations cause for termination.

In addition, to assess the status of CSR promotion by our suppliers, we established the “MinebeaMitsumi Group CSR Procurement Self-assessment Checklist” and have asked our suppliers to complete it. Questions on the checklist are divided into the five categories of “general promotion of CSR,” “human rights and labor,” “health and safety,” “environmental conservation,” and “ethical management” to assess risks in our supply chain. We provide feedback to our suppliers and, when problems are identified, we investigate the cause, and working with the supplier, formulate concrete countermeasures, including follow-up communication.

We implemented the following measures in the fiscal year ended March 2024:

- Revision of “MinebeaMitsumi Group CSR Procurement Self-assessment Checklist”**  
To better understand the state of CSR, we reviewed and revised questions about “general promotion of CSR.”
- Monitoring status using the CSR Procurement Self-assessment Checklist**  
We conducted a survey of 567 main suppliers in 11 locations centered on suppliers integrated into us (representing 87% of our purchase amount) and received responses to it from all.  
**Improvement measure requests: 149 companies**  
(For example, 62 companies were requested to create policies based on our CSR Procurement Guidelines, and are currently being followed up on implementation)
- In-house training in CSR procurement**  
All employees (475) of the procurement and logistics divisions of Group companies in Japan have completed the training course, and all of them passed a comprehension test.
- Obtained human rights pledges**  
To support our policy of “responsible procurement,” 177 new suppliers have submitted human rights pledges.

These pledges contain the following promises:

- Suppliers are required to comply with the following requirements stipulated in our “CSR Procurement Guidelines”: (1) employment autonomy, (2) prohibition of child labor, (3) prohibition of discrimination, (4) prohibition of inhumane treatment, (5) minimum wage, (6) working hours, and (7) freedom of association.
- We will request that our business partners in the supply chain also comply with our CSR Procurement Guidelines.
- A promise that there are no current violations by the supplier or others in the supplier's supply chain; that if any violation is discovered, the supplier will immediately report it to the Company and correct it, or ensure that it is corrected.

In addition, we require new business partners to submit a written pledge as a condition of doing business with us.

If human rights violations are suspected, we will conduct an audit by a third party as necessary.

Details regarding CSR procurement can be viewed from here.



## Promoting “responsible mineral procurement”

In response to the disclosure rules of the Dodd-Frank Wall Street Reform and Consumer Protection Act adopted by the U.S. Securities and Exchange Commission in August 2012, we responded by formulating a “MinebeaMitsumi Group Policy on Conflict Minerals” in October 2012, in which we summarized the Company's approach regarding conflict minerals from the Democratic Republic of the Congo and its neighboring countries.

We have also added a section on conflict minerals to the CSR Procurement Guidelines. As part of our “Responsible Mineral Sourcing” initiative, we are promoting efforts to eliminate the use of tantalum, tin, tungsten, gold, and other minerals such as cobalt that are associated with conflict and CSR risks, and we request that our business partners do the same. We will continue to respond to survey requests from customers using our survey database.

### Materiality Goals

In the fiscal year ending March 2025, we will assess the status of CSR promotion in MinebeaMitsumi's suppliers using the “CSR Procurement Self-assessment Checklist.” In addition, in preparation for SBT certification, we will conduct a survey of our suppliers regarding greenhouse gas emissions.

\*In January 2017, these names were changed from “Minebea Group Code of Conduct,” “Minebea Group CSR Procurement Guidelines,” “Minebea Group CSR Procurement Self-assessment Checklist,” and “Minebea Group Policy on Conflict Minerals.”

## Policies and initiatives related to human rights

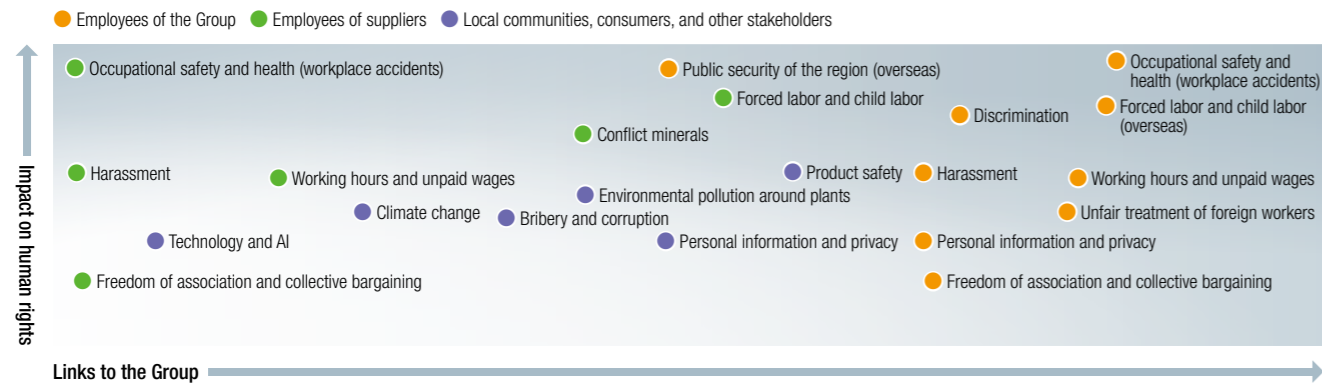
In recent years, with the progress of business globalization, there has been an increasing need for companies to address human rights issues, including in their supply chains. In response, the Group considers respect for the human rights of all stakeholders involved in its corporate activities to be one of the most important issues in its Basic Management Policy. In order to fulfill our social responsibilities as a global corporation, the Group has established a system for human rights due diligence and is committed to efforts to prevent human rights violations among stakeholders in accordance with the MinebeaMitsumi Group Human Rights Policy.

Our human rights policy can be found here.



### Human rights risk map

We have identified and mapped the human rights risks that could negatively impact the Group's business activities. Furthermore, we prioritized human rights risks and analyzed the important issues that need to be addressed.



### Human rights risk by value chain



### Education and training

To ensure that all Group employees have a deeper understanding of respect for human rights, we offer a wide range of training programs, including e-learning aimed at promoting understanding of "business and human rights," training when joining the company, rank-specific training based on the MinebeaMitsumi Group Officer and Employee Code of Conduct, harassment training, diversity training, and training prior to overseas posting to acquire intercultural communication skills.



### Initiatives related to employee human rights

#### Initiatives focused on occupational safety and health

Material issues 9

The Group considers the safety and health of its employees to be one of its highest human rights priorities.

In our safety and health system, we not only strive to prevent overwork and give consideration to health, but also to provide a safe and hygienic work environment and achieve "zero serious workplace injuries." To promote these activities at each location, the "MinebeaMitsumi Group Central Safety and Health Committee" oversees and provides guidance on the status of safety and health management activities across the Group, and shares information to lead to new improvement activities. Moreover, our major plants in Thailand, China, the Philippines, Cambodia and elsewhere we have large-scale-production sites, have obtained ISO 45001 certification, the international standard for occupational safety and health management systems. In Thailand, we have also obtained TLS 8001 certification, the country's worker protection standard.

We work to maintain and improve our work environment for all employees by not only complying with local laws and regulations, but also engaging in dialogue with employee representatives or unions, to create a vibrant and healthy working environment.

#### Initiatives related to forced labor and child labor

In Thailand, our largest base, there is a potential risk of forced labor and child labor. In response to this, we have established our "Labor Protection and Social Accountability Policy," which clearly prohibits forced labor and child labor and places restrictions on the employment of young workers. We take preventive measures such as verifying the age of workers by checking official identification cards, and have established penalties for any violations of this policy. Additionally, at the MITSUMI Cebu plant in the Philippines, all 8,798 employees received training based on the Reasonable Business Alliance Code of Conduct, learning about labor, health and safety, ethics, and other topics.

#### Promotion of diversity, equity & inclusion

In order to advance the diversity of our talent pool, one of the Groups' strengths, we are working on organizational reform, actively promoting women's advancement, employment of people with disabilities, and work-life balance. For example, in Thailand, we have taken into consideration the diverse backgrounds of our employees, and have set up places of worship for Muslims and provide halal food in our cafeterias.

Human Capital Pages 49 to 54

#### Relief measures

We take appropriate measures to provide relief wherever the Group's activities have caused or clearly contributed to a negative impact on human rights. We have established an internal reporting system and consultation desk so that current and former employees of the Group can report and seek advice on human rights issues and problems, and have made this known throughout the company.

Internal reporting system Page 90

### Initiatives related to human rights in our supply chain

In accordance with the MinebeaMitsumi Group CSR Procurement Guidelines, the Group conducts risk assessments in our supply chain and continually monitors compliance with our guidelines, including respect for human rights. We actively communicate with suppliers around the world and require them to submit self-checklists and human rights compliance pledges.

Practicing responsible procurement Page 78

## Coexistence with local communities

Material issues 5

For past social contribution activities, please refer to our website.

### X TECH MUSEUM—a place where visitors can experience the technology of manufacturing

Past social contribution activities can be viewed from here.



As we head towards our 100th anniversary in 2051, we are actively working on various measures, including solving social issues through our products and securing and educating talented personnel. In order to nurture future engineers and manufacturing leaders, we opened the X TECH MUSEUM, a facility where people can learn about and experience manufacturing technology, at our Tokyo headquarters, MinebeaMitsumi Tokyo X Tech Garden.

The museum is an experiential showroom with a theme of "Leveraging our Company's characteristics to support global manufacturing." It is geared toward students in the 5th grade and above. Since its opening in September 2023, we have welcomed many children to visit, and we are currently working to have it used as an educational space for field trips and other activities.

The exhibits focus on our products, which are rarely seen but are used in every aspect of our lives, our ultra-precision processing technologies that support them, and the principles of nature that are closely related to our products (the properties of friction, electricity/electrons, magnetism, and light/radio waves). The exhibits are designed to be easy for people of all ages to understand, and to spark an interest in and awareness

of manufacturing. The exhibits allow visitors to touch the actual products and learn the mechanism and structure of each, how they function based on the principles of science that students learn in elementary school, and the important role they play in society. The exhibits are open to the general public.

Going forward, we will continue to achieve sustainable growth while contributing to the prosperity of society through our manufacturing and ultra-precision machining technologies.

#### Guide

<https://www.minebeamitsumi.com/english/xtechmuseum/>

#### Inquiries

[xtech.museum@minebeamitsumi.com](mailto:xtech.museum@minebeamitsumi.com)



Museum



Navigation mascots "X-RANGERS"

#### Materiality Goals

We will promote activities in each region and fully fulfill our role as a member of the local community.

# Corporate Governance

We are working to enhance and reinforce corporate governance, which is the basis of sustainable growth.

## Basic approach to corporate governance

MinebeaMitsumi (the Company) has adopted as its basic management policy "Transparent management based on the Company's credo of 'The Five Principles' comprising 'Be a company where our employees are proud to work'; 'Earn and preserve the trust of our valued customers'; 'Respond to our shareholders' expectations'; 'Work in harmony with the local community'; and 'Promote and contribute to global society'."

Consistent with this company credo, the Company will aim to increase corporate value sustainably, as well as fulfill its social responsibilities to its various stakeholders, including shareholders, business partners, local communities, international society, and employees. Based on this, the Company is making efforts to enhance its corporate governance system by maintaining transparency and objectivity of management as well as building management and supervisory function and business executing functions.

### Basic Policy for Corporate Governance

#### 1. Securing the rights and equal treatment of shareholders

The Company shall secure the rights of shareholders, and improve a proper environment enabling the shareholders to exercise their rights, in order to substantially secure shareholder's right and equality.

#### 2. Appropriate cooperation with stakeholders other than shareholders

The Company shall be aware of the presence of its stakeholders and build appropriate cooperation with them, following the company credo.

#### 3. Ensuring appropriate information disclosure and transparency

The Company shall disclose information properly based on laws and regulations, and proactively offer any other information including non-financial matters.

#### 4. Responsibilities of the Board

The Board of Directors shall understand and perform the roles and duties of itself, based on fiduciary duty and accountability to the shareholders.

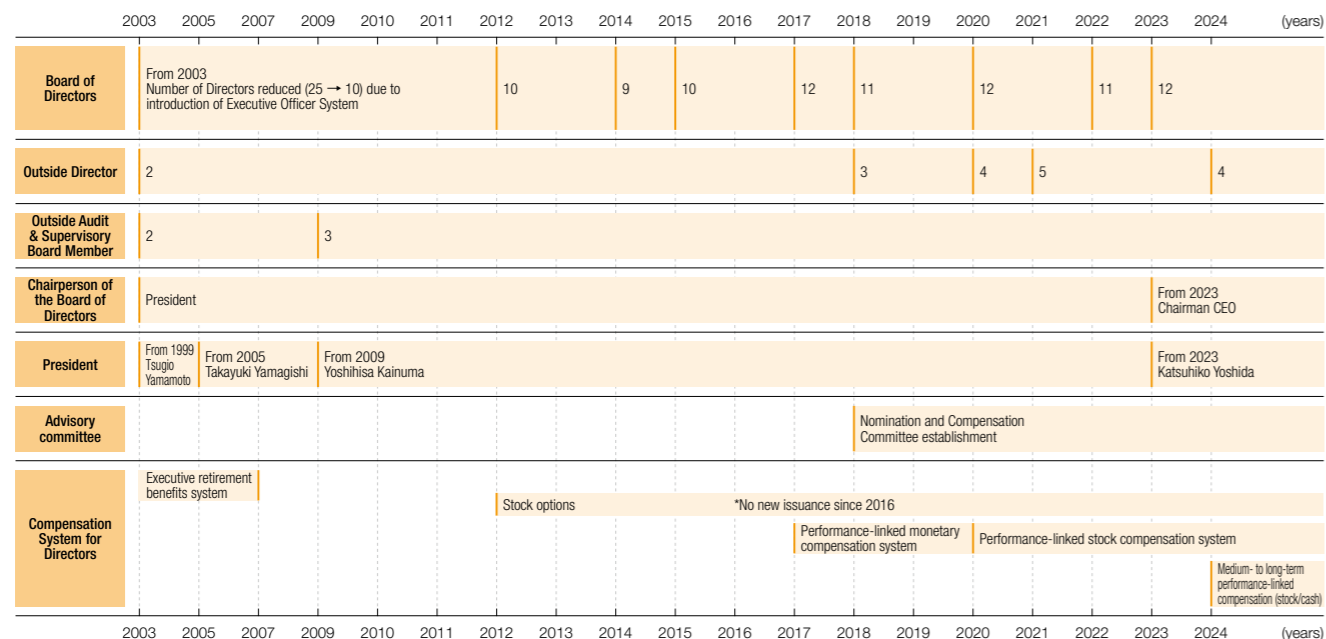
#### 5. Dialogue with shareholders

The Company shall develop policy and system that enable us to constructively communicate with the shareholders and give plain explanations to them.

### Compliance with the Corporate Governance Code

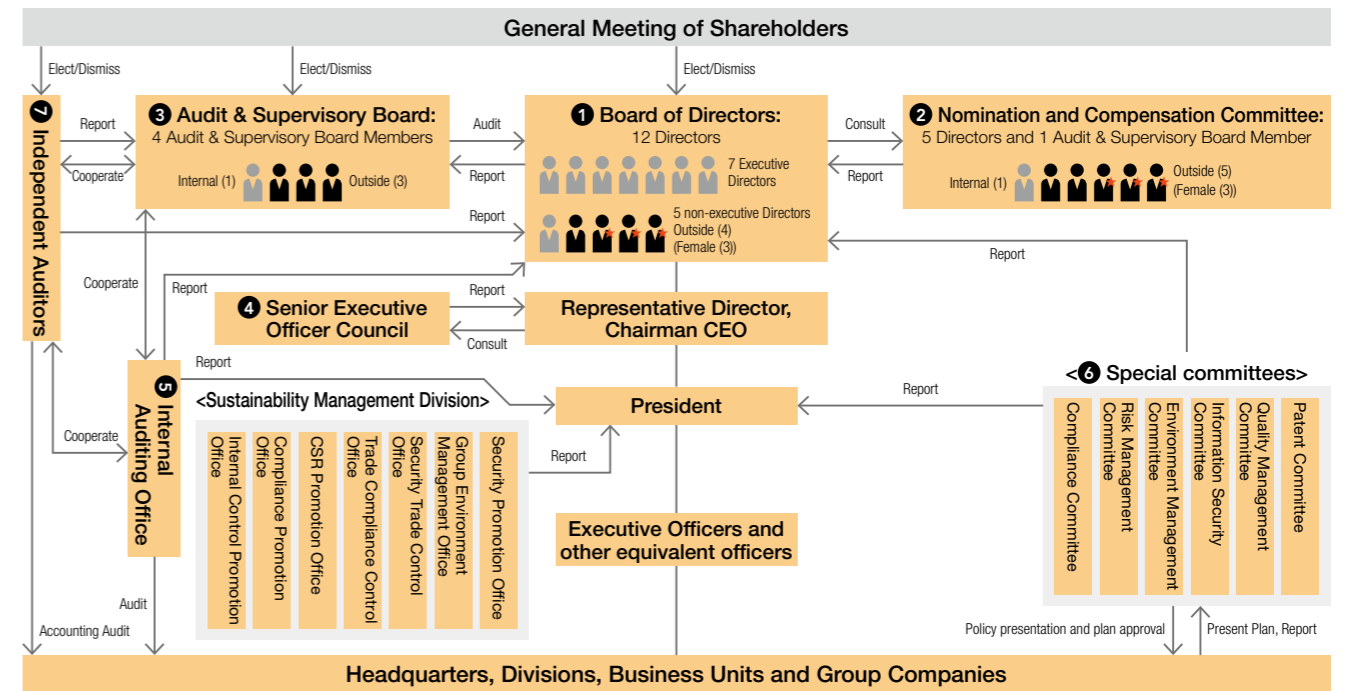
The Company complies with each principle of the Corporate Governance Code.

### History of corporate governance



## Corporate governance system

### Diagram of Corporate governance structure



### Summary of each organization

#### 1 Board of Directors

The 12 directors (including 4 outside directors) make prompt and highly strategic decisions and supervise management at regular monthly meetings of the Board of Directors and extraordinary meetings held as necessary. Significant business matters related to the Company's domestic and overseas Group Companies are reported to and resolved by the Board of Directors.

#### 2 Nomination and Compensation Committee

This committee is established as an advisory body to the Board of Directors to improve transparency and objectivity in the process of nominating candidates for directors and determining their compensation. The chairperson of this committee is an independent Outside Director and at least half of the members are independent Outside Directors.

#### 3 Audit & Supervisory Board

The Ordinary Audit & Supervisory Board meetings are held once every month in principle and extraordinary meetings are held accordingly, to discuss and adequately analyze specific issues. In addition, quarterly meetings are held with the Representative Director, Chairman CEO and Outside Directors to exchange respective views.

#### 4 Senior Executive Officer Council

This Council serves as an advisory panel for the Representative Director, Chairman CEO. Matters related to business operations are discussed by the Senior Executive Officer Council in basically a monthly meeting or in extraordinary Senior Executive Officer Council when necessary.

#### 5 Internal Auditing Office

The Internal Auditing Office regularly audits the Group Companies. Internal audits are designed to correct nonconforming or inappropriate operational procedures and improve the quality and efficiency of operations in accordance with internal audit regulations.

#### 6 Special committees

The Company has established committees for the purpose of monitoring and enhancing the effectiveness of governance regarding specific matters necessary for business operations, such as Compliance, Risk Management, Environmental Management, Information Security, Quality Management, and Patents, etc.

#### 7 Independent Auditors

KPMG AZSA LLC carries out the Company's accounting audits pursuant to the audit service agreement it has concluded with the Company for the implementation of audits under the Companies Act and audits under the Financial Instruments and Exchange Act. In order to monitor the independence of the auditing firm with respect to accounting audits, the Company seeks the consent of the Audit & Supervisory Board regarding the details of the audit service agreement, etc. and the amount of compensation.

## Board of Directors

12 meetings held in fiscal 2023

### • Status of deliberations by the Board of Directors

At the Board of Directors in fiscal 2023, the Company spent the most time discussing business strategies and business investments to accelerate business expansion towards achieving the management targets of ¥2.5 trillion and operating income of ¥250 billion by the fiscal year ending March 2029. In addition, as a measure aimed at enhancing corporate value in the medium to long term, the Company decided to revise the executive compensation system.

On the operational side, during the previous fiscal year, the Company made efforts to improve the efficiency of proceedings, including organizing documents and issues, as well as sharing information and explaining to outside Directors in advance regarding matters of organizational and personnel changes that had previously taken up much time. The Company also worked to enrich discussions on human capital, such as next-generation human resource development, and corporate governance.

Moreover, concerning M&A deals, which the Company considers as one of its key business strategies, in addition to discussions at the Board of Directors, the Company arranged separate sessions to make prior explanations for the outside Directors, where sufficient time was taken to allow the responsible executives to ensure the outside Directors deepened their understanding of the details and significance of matters to be discussed.

Main agenda items at the Board of Directors

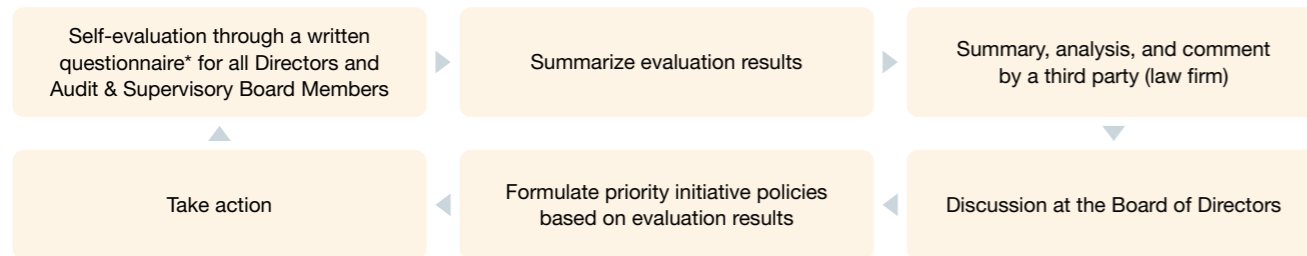
- Management strategy
- M&A
- Midterm Business Plan
- Director compensation and nomination of officers
- Reorganization and personnel transfers
- Capital investment and financing
- Risk management
- Compliance
- Next generation human resource development
- Environment, renewable energy
- Issues based on effectiveness evaluation

### • Evaluation of the effectiveness of the Board of Directors

#### 1 Overview of evaluation of the effectiveness of the Board of Directors

In order to improve the effectiveness of the functions of the Board of Directors, the Company enlists the involvement of a third party to conduct evaluation on the effectiveness using a questionnaire survey every year. Based on the findings of the survey, the Company reviews the activities for the previous fiscal year, identifies issues to be addressed in the next fiscal year, and carries out initiatives to improve effectiveness.

#### Process to improve effectiveness of the Board of Directors



#### Items and format of the questionnaire for effectiveness evaluation

##### [Questionnaire items]

- Size and composition of the Board of Directors
- Operation of the Board of Directors
- Sustainability/stakeholder considerations
- Corporate governance
- Support system for Directors and Audit & Supervisory Board Members
- Nomination and Compensation Committee
- Review of the last fiscal year (summary)

##### [Questionnaire format]

For each of the seven items above, a five-point rating system and open-ended were given, with a comment field provided for the multiple-choice questions.

##### \*Major changes from the last year

Considering that differences in awareness of the effectiveness of the Board of Directors between inside and outside directors would be an important factor in the evaluation, the survey was changed from anonymous to named.

#### Activities of Outside Directors



Visit to MinebeaMitsumi's Karuizawa Plant (November 2023)



Visit to MITSUMI ELECTRIC's Chitose Plant (September 2023)



Participate in Business Divisions meeting in Thailand (October 2023)

## 2 Issues and results of initiatives based on the evaluation of the effectiveness of the Board of Directors conducted in March 2023

Issues for fiscal 2023	Initiative policies for fiscal 2023	Initiative results for fiscal 2023
Need to enhance discussions on medium- and long-term policies	<ul style="list-style-type: none"> <li>• Recognize sustainability, risk management, compliance, and DX as material issues and enhance discussions at the Board of Directors</li> <li>• Review the Regulations on the Board of Directors to reduce execution-related agenda items</li> </ul>	<ul style="list-style-type: none"> <li>• While more time was devoted to human capital and governance compared to the previous year, discussions on risk management and compliance were limited to hearing reports from various committees. (It is necessary to develop more in-depth discussions based on business strategies and other considerations that take into account risks.)</li> <li>• For matters related to organizational and personnel changes, the Company worked to improve operational efficiency by organizing documents and clarifying issues, thereby dedicating more time to discussions on business strategies, business operations, revisions to compensation to Directors and Audit &amp; Supervisory Board Members, and other medium- to long-term policies.</li> </ul>
Need to enhance information provided to Outside Directors to help them deepen their understanding of the Company's diverse businesses	<ul style="list-style-type: none"> <li>• For important strategic matters such as M&amp;A, since there are many matters to be considered, advance briefing sessions will be held when necessary in addition to the Board of Directors, which have limited deliberation time.</li> <li>• Provide opportunities for dialogue with the CEO and executive officers and managers of business divisions, etc. outside meetings of the Board of Directors.</li> <li>• Participate as observers in important internal meetings other than the Board of Directors</li> <li>• Share agenda details of important internal meetings other than the Board of Directors with Outside Directors</li> <li>• Visit major domestic and overseas plants</li> <li>• Provide information by other means</li> </ul>	<ul style="list-style-type: none"> <li>• The Company thoroughly implemented prior explanation of important strategic matters.</li> <li>• The Company arranged opportunities to exchange opinions with the CEO outside meetings of the Board of Directors. In addition, multiple opportunities were provided for executive officers and managers of business units to share information regarding business.</li> <li>• Directors participated in a total of 11 important internal meetings other than the Board of Directors</li> <li>• Shared meeting materials and recordings of important internal meetings other than the Board of Directors</li> <li>• Visited seven major domestic and overseas plants</li> <li>• Exchanged opinions with the Secretariat of the Board of Directors as appropriate</li> </ul>

## 3 Results of evaluation of the effectiveness of the Board of Directors conducted in March 2024, issues, and initiatives for the current fiscal year

Evaluation results	Issues for fiscal 2024	Initiative policies for fiscal 2024
<ul style="list-style-type: none"> <li>• According to the results of the evaluation questionnaire, the total score of the five-level evaluation was deemed to have improved compared with the previous fiscal year, and the identified issues were also deemed to have improved. After taking into account the objective opinion of the third party, it was confirmed that there continued to be no problems concerning effectiveness for the Board of Directors.</li> <li>• For fiscal 2024, in addition to taking necessary responses regarding improvement matters for operational aspects based on the questionnaire and third party opinions, the Company established a number of identified "issues to be discussed," including further enhance discussions on the company's basic policies and strategies, including medium- to long-term management strategies (for each business domain and business portfolios), sustainability (including the empowerment of women and work life balance), and risk management.</li> </ul>	Developmental direction for the Board of Directors	<ul style="list-style-type: none"> <li>• Discuss how to develop the future role of the Board of Directors and what the Board of Directors should be in order to enhance corporate value over the medium to long term.</li> </ul>
	Enhancing the agenda	<ul style="list-style-type: none"> <li>• Further enhance discussions on medium- to long-term management strategies (for each business domain and business portfolio), sustainability (including the empowerment of women and work life balance), and risk management.</li> <li>• For projects such as CAPEX, consider rules to regularly report post-execution status at the Board of Directors.</li> </ul>
	Further operational improvement	<ul style="list-style-type: none"> <li>• Revise criteria for agenda items in the Regulations of the Board of Directors.</li> <li>• Improve the content of materials for the Board of Directors (making them easier to understand and reducing volume).</li> <li>• Schedule the start time of Board of Directors earlier and ensure more time for discussion such as by setting the important proposals to be deliberated first.</li> </ul>
	Expanding opportunities for outside Directors to exchange opinions	<ul style="list-style-type: none"> <li>• Increase the opportunities for discussions to exchange opinions with the CEO and executive officers and managers of business divisions, etc. outside meetings of the Board of Directors.</li> </ul>

## Nomination and Compensation Committee Seven meetings held in fiscal 2023

### • Status of deliberations by the Nomination and Compensation Committee

In terms of nomination of Directors, the committee conducted individual interviews with the candidates for Director and deliberated their qualifications to serve as Directors of the Company and reported the outcome to the Board of Directors. The committee also engaged in ongoing discussions to enhance human capital including discovering, developing, and securing the next generation of management personnel and systematically developing the Company's core human personnel.

In terms of compensation to Directors, the committee

deliberated the appropriateness of compensation to individual Directors through interviews with Directors, and recommended their conclusions to the Board of Directors. In addition, the committee also discussed a review of the compensation system for Directors, including the introduction of a new system of compensation linked to mid- to long-term performance, as an incentive for improving business performance toward achieving sales of 2.5 trillion yen and operating profit of 250 billion yen, and reported the results of the review to the Board of Directors.

#### Main issues of the Nomination and Compensation Committee

- Ideal future management structure
- Discover, develop, and secure the next generation of management personnel
- Revise executive compensation system
- Skills matrix
- Systematic development of core human resources

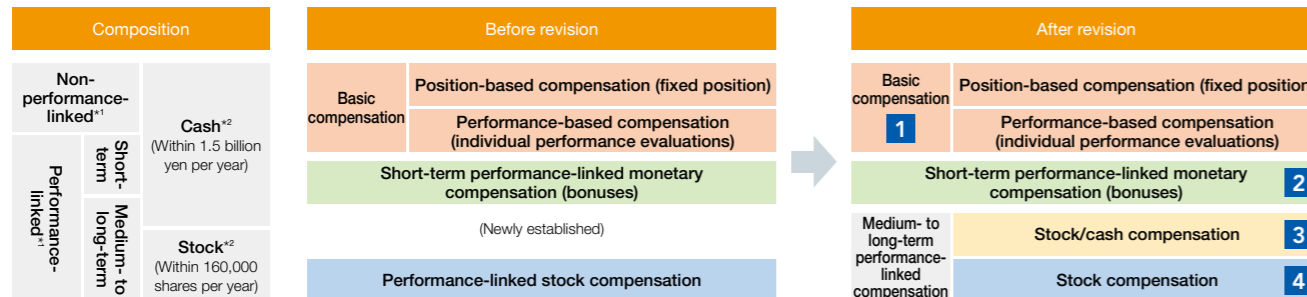
### • Details of revisions to the compensation system for Directors

(applies to executive directors, effective from the fiscal 2024 evaluation period (fiscal year ending March 2025))

The revisions are made based on the "Basic Principles to the Officer Compensation System" established by the Board of Directors following the matter which is submitted for consultation by the Nomination and Compensation Committee.

#### Basic Principles to the Officer Compensation system

- 1 A balanced system that realizes a high incentive effect that draws out the full potential of individual Directors and a sustainable increase in corporate value from a medium- to long-term perspective.
- 2 Aim for a level of compensation that is competitive in securing talented domestic and overseas personnel and can be attractive to the Company's employees in their pursuit to be part of the future management team.
- 3 An appropriate system that ensures transparency, fairness, and rationality in the fulfillment of accountability to shareholders, investors, and other stakeholders.



\*1 Non-performance-linked compensation: performance-linked compensation = aim for a ratio of 1:2 or more  
\*2 Monetary compensation : stock compensation = no ratio specified, but aim for 10% or more stock compensation

### 1 Basic Compensation

Compensation for directors is composed of position-based compensation (fixed for each position) according to the position of each Director as prescribed in the "Directors' Compensation Regulations," and performance-based compensation (individual performance evaluations), which is revised each fiscal year taking into consideration each director's track record, business performance, and various other factors. The amount paid is determined by the Board of Directors after consulting with the Nomination and Compensation Committee.

### 2 Short-term performance-linked compensation (bonuses)

Short-term performance-linked monetary compensation is designed to enhance incentives towards improving performance and corporate value through the achievement of business plans, inclusive of corporate value, etc. as expressed by stock prices along with focusing on profit for the year, which is the final financial results of each fiscal year, based on the evaluation indicators shown in the table on the right.

Evaluation indicator	Results (Fiscal year ended March 2024)
Consolidated profit for the year	¥55.2 billion
Consolidated net sales growth rate	8.50%
Ratio of stock price to performance of the Nikkei stock average	-0.17%
Market capitalization at end of period	¥1,260.3 billion
Consolidated operating margin (8%-10%)	5.20%

### 3 Medium- to long-term performance-linked compensation (stock/cash)

Newly established

Medium- to long-term performance-linked compensation (stock/cash) will be added as a driving force for the realization of 2.5 trillion yen in net sales and 250 billion yen in operating income, the targets to be achieved in the fiscal year ending March 2029. The number of shares (points) or amount paid is calculated based on each calculation table using the items in the table on the right as indicators. Details are stipulated in the "Share Grant Regulations" and "Directors' Compensation Regulations," which are determined in the Board of Directors.

Medium- to long-term performance-linked compensation shall be paid in stock or cash. However, Directors who do not hold a number of the Company's shares at a level required by the Company's "Stock Ownership Guidelines for Directors" shall be paid in stock in principle.

Evaluation indicator	Goals, etc.
Achievement of EPS growth rate 15% (the latest three-year average) Goals, etc.	By using the achievement of an EPS growth rate of 15% or above which is a management indicator as an evaluation indicator based on the latest three-year average, the Company will strengthen directors' motivation from medium- to long-term perspective to continuously generate consolidated profit for the year, which is a source of growth. The Company will grant shares or cash according to the level of achievement of the indicator, ranging from 15% to 20%.

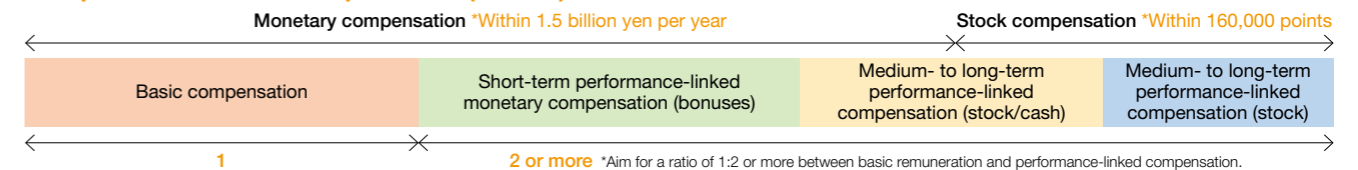
## 4 Medium- to long-term performance-linked compensation (stock) Change

In addition to the target for consolidated profit for the year, indicators were added for achieving ROE, and realizing SBT targets. The number of the Company's shares equivalent to the number of points are granted to directors upon retirement according to the achievement of each evaluation indicator. The number of shares (points) to be paid is calculated based on the point-calculation table using the items in the table on the right as indicators. Details are stipulated in the "Share Grant Regulations," which is determined in the Board of Directors.

Evaluation Metrics	Goals, etc.
Consolidated profit for the year	This is the most important management indicator as the source for investment growth.
Achievement of ROE 15%	The current system is centered on consolidated profit for the year and this aims to supplement the medium- to long-term perspective.
Achievement of GHG (Scopes 1 and 2) -5% YoY	A specific numerical target to be set in order to realize SBT targets*, which is the Company's external commitment.

\*As a target of Science Based Targets (SBT) under the Paris Agreement, the Company has announced a reduction of Greenhouse Gas (GHG) (Scopes 1 and 2) by 42% compared to the fiscal year ended March 2023, and the achievement of this target needs to realize a reduction of 5% or more compared to the previous year.

### Composition of officer compensation (revised)



### • Stock Ownership Guidelines for Directors

The Company has established "Shareholder Ownership Guidelines for Directors" (excluding outside directors etc.) for the purpose of further improving corporate value by deepening sustainable common interests among shareholders and increasing motivation and morale to improve business performance and increase stock prices from the shareholders' viewpoint. The Company recommends that Directors hold company stock worth approximately the same amount as their annual basic compensation within the period of five years from the date of their appointment as officers.

## Audit & Supervisory Board 15 meetings held in fiscal 2023

### • Status of deliberations by the Audit & Supervisory Board

The Audit & Supervisory Board holds regular monthly meetings and extraordinary meetings as necessary. The four Audit & Supervisory Board members (three of whom are outside members) have the experience in such areas as management, law, finance, and accounting necessary to address all matters coming before the Board. In addition, one full-time staff person is assigned to assist Audit & Supervisory Board Members to ensure smooth execution of auditing duties. During fiscal 2024, in addition to on-site visits and inspections at the Group's domestic and overseas (Europe, United States, Asia) offices, the Board also conducted interviews with managers of domestic

and overseas offices using a web conference system.

Quarterly meetings are held with the Representative Director, Chairman CEO and Outside Directors to exchange respective views and meetings are held with the other Directors as appropriate to exchange respective views.

Monthly meetings are held with the Internal Auditing Office. Furthermore, there are regular exchanges of opinions with the Independent Auditors, and in addition, opportunities are provided to full-time Audit & Supervisory Board Members to exchange opinions as required, including having them attend accounting audits.

#### Main agenda items at Audit & Supervisory Board meetings

- Determination of audit policy and audit plan for the fiscal year
- Selection of Standing Audit & Supervisory Board Member
- Consideration of the Board of Directors' proposals
- Report on audit status by Standing Audit & Supervisory Board Member
- Evaluation of reports on audit results and quarterly review reports by Independent Auditors
- Resolutions on selection and dismissal of Independent Auditors and agreement on their compensation
- Consideration of independence of Independent Auditors through non-guarantee service outsourcing
- Determination of audit report
- Verification of effectiveness of activities of the Audit & Supervisory Board

## Changes in governance-related indicators

Organizational bodies	Unit	76th term (Apr. 2021-Mar. 2022)	77th term (Apr. 2022-Mar. 2023)	78th term (Apr. 2023-Mar. 2024)	
Board of Directors	Number of Directors	Persons	12	11	12
	Number of Executive Directors	Persons	7	6	7
	Number of Outside Directors	Persons	5	5	5
	Number of female Directors	Persons	2	3	3
	Average age of Directors*	Years	64.8	64.8	64.9
	Number of Board of Directors meetings held	Times	13	16	12
	Attendance rate at Board of Directors meetings	%	100	100	100
	Attendance rate of Outside Directors	%	100	100	100
	Number of Nomination and Compensation Committee members	Persons	5	6	6
	Number of outside committee members	Persons	4	5	5
Nomination and Compensation Committee	Average age of Nomination and Compensation Committee members*	Years	68.6	66.5	67.5
	Number of Nomination and Compensation Committee meetings held	Times	7	6	7
	Attendance rate of Nomination and Compensation Committee meetings	%	94.3	97.6	95.2
	Attendance rate of outside committee members	%	100	100	100
	Number of Audit & Supervisory Board Members	Persons	4	4	4
	Number of Outside Audit & Supervisory Board Members	Persons	3	3	3
	Average age of Audit & Supervisory Board Members*	Years	61.8	62.8	64.0
	Number of Audit & Supervisory Board meetings held	Times	16	14	15
	Attendance rate at Audit & Supervisory Board meetings	%	100	100	100
	Attendance rate of Outside Audit & Supervisory Board Members	%	100	100	100


Actual compensation for Directors and Audit & Supervisory Board Members	Unit	76th term (Apr. 2021-Mar. 2022)	77th term (Apr. 2022-Mar. 2023)	78th term (Apr. 2023-Mar. 2024)	
Directors	Number of persons to be paid	Persons	13	13	13
	Basic compensation	Thousand yen	289,805	274,478	340,509
	Performance-linked bonuses for Directors (provisions)	Thousand yen	467,500	567,452	373,412
	Performance-linked stock compensation (provisions)	Thousand yen	70,000	60,000	35,000
	Total	Thousand yen	827,305	901,930	748,921
Of which, Outside Directors	Number of persons to be paid	Persons	5	6	5
	Total basic compensation	Thousand yen	54,600	54,600	59,809
Audit & Supervisory Board Members	Number of persons to be paid	Persons	4	4	6
	Total basic compensation	Thousand yen	48,800	49,845	51,285
Of which, Outside Audit & Supervisory Board Members	Number of persons to be paid	Persons	3	3	4
	Total basic compensation	Thousand yen	33,400	34,215	34,765
Total amount of compensation	Thousand yen	876,105	951,775	800,207	

Results of Performance-linked evaluation indicators	Unit	76th term (Apr. 2021-Mar. 2022)	77th term (Apr. 2022-Mar. 2023)	78th term (Apr. 2023-Mar. 2024)
Consolidated profit for the year	Billion yen	68.9	77.2	55.2
Consolidated net sales growth rate	%	+13.7	+15.0	+8.5
Ratio of stock price to performance of the Nikkei stock average	%	+0.01	-0.06	-0.17
Market capitalization at end of period	Billion yen	1,150.5	1,072.3	1,260.3
Consolidated operating margin (8.0%-10.0%)	%	8.2	7.9	5.2

\*The number of recipients stated above includes Directors and Audit & Supervisory Board Members who retired at the conclusion of the Ordinary General Meeting of.  
\*The compensation for Directors excludes the salary to be paid for service as employee for Directors who also hold a post of officer or employee of the Company.  
\*Compensation amounts are rounded down to the nearest thousand yen.

## List of Officers (As of June 30, 2024)

### Directors



Representative Director, Chairman CEO

**Yoshihisa Kainuma**

1983 Apr. Registered as attorney-at-law, member of Daini Tokyo Bar Association

1988 Dec. Joined the Company, Director, General Manager of Legal Department of the Company

1989 Sep. Member of New York State Bar Association

1992 Dec. Managing Director and Deputy General Manager of Operations Headquarters

1994 Dec. Senior Managing Director, General Manager of European and American Regional Sales Headquarters, Deputy General Manager of Operations Headquarters

2003 Jun. Director, Senior Managing Executive Officer

2009 Apr. Representative Director, President and Chief Executive Officer


2017 Jun. Representative Director, Chairman & President (CEO & COO)

2018 Dec. Member of the Nomination and Compensation Committee of the Company (Present)

2023 Apr. Representative Director, Chairman CEO (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at Nomination and Compensation Committee Meetings  
**71%** (5/7)



Director, President COO & CFO

**Katsuhiko Yoshida**

1984 Apr. Joined the Company

2013 Dec. Head of Operation Department at Electronic Device & Component Manufacturing Headquarters, General Manager of Vertical Integration Improvement Office, General Manager of Business Support Office

2014 Jun. Executive Officer

2016 Jun. Deputy Chief of Business Administration Headquarters, General Manager of Business Administration Department

2017 Jun. Managing Executive Officer

2019 Apr. Officer in charge of Business Administration and Corporate Planning Division, Deputy Officer in charge of Accounting & Corporate Finance Division, Deputy Officer in charge of Sustainability Management Division

2019 Oct. Senior Managing Executive Officer

2020 Apr. Director, ABLIC Inc. (Present)

2020 Jun. Director, Chief of Tokyo Head Office (Present), Officer in charge of Sustainability Management Division, Director, U-Shin Ltd. (Present), Director, Vice President Executive Officer, MITSUMI ELECTRIC CO., LTD.

2021 Apr. Head of Business Administration and Corporate Planning Division, Head of Sustainability Management Division (Present)

2023 Jan. Director, Minebea AccessSolutions Inc. (Present)

2023 Apr. Director, President COO & CFO of the Company (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)



Director, Senior Managing Executive Officer

**Shigeru None**

1982 Apr. Joined the Company

1999 Sep. Manager of Osaka Branch

2007 Jun. Executive Officer

2011 Apr. Deputy Officer in charge of Sales Division

2012 Jun. Managing Executive Officer


2015 Jun. Director (Present)

2016 Jun. Senior Managing Executive Officer (Present)

2017 Jun. Officer in charge of Sales Division

2018 May. Chief of Sales Headquarters (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)



Director, Managing Executive Officer

**Katsutoshi Suzuki**

1986 May. Joined the Company

2015 Apr. Deputy Officer in charge of Engineering Development Division, Electronic Device & Component Manufacturing Headquarters

2018 May. Technical Officer

2020 Apr. Deputy Officer in charge of Engineering Development Division, Deputy Officer in charge of Motor Division, Officer in charge of Motor Engineering

2021 May. Technical Officer

2022 Oct. Chief of Engineering Headquarters, Chief of INTEGRATION Promotion Headquarters, Head of Electronic Device & Component Engineering Development Division at Engineering Headquarters, Head of Engineering Development Division at Electronic Device & Component Business Headquarters, Deputy Head of Motor Division


2023 Mar. Chief of Engineering Headquarters, Head of Electronic Device & Component Engineering Development Division at Engineering Headquarters, Head of Engineering Development Division at Electronic Device & Component Business Headquarters (currently Motor, Lighting & Sensing Headquarters) (Present)

2023 Jun. Deputy Head of Motor Division

2023 Jun. Director, Managing Executive Officer (Present)

Attendance at the Board of Directors Meetings\*  
**100%** (10/10)

\*After appointment



Representative Director, Vice Chairman

**Shigeru Moribe**

1980 Mar. Joined MITSUMI ELECTRIC CO., LTD.

1990 May. General Manager of Development Headquarters, MITSUMI ELECTRIC CO., LTD.

1991 Apr. Director, Head of Singapore branch, MITSUMI ELECTRIC CO., LTD.

1994 Apr. Managing Director, MITSUMI ELECTRIC CO., LTD.

1999 Oct. Senior Managing Director, General Manager of Sales Headquarters, MITSUMI ELECTRIC CO., LTD.


2002 Apr. Representative Director, President, MITSUMI ELECTRIC CO., LTD.

2017 Jan. Adviser of the Company

2017 Apr. Director, Chairman of the Board of Directors, MITSUMI ELECTRIC CO., LTD. (Present)

2017 Jun. Representative Director, Vice Chairman (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)



Director, Vice President Executive Officer

**Ryoza Iwaya**

1981 Apr. Joined the Company

1989 Dec. Head of Tokyo Sales Division at Tokyo Branch

2009 Jun. Executive Officer, Head of Lighting Device Business Unit at Electronic Device & Component Business Headquarters

2013 Jun. Managing Executive Officer

2015 Jun. Director (Present), Senior Managing Executive Officer

2017 Jan. Chief of MITSUMI Business Headquarters of the Company, Representative Director, Vice President and Chief Executive Officer, MITSUMI ELECTRIC CO., LTD.

2017 Apr. Representative Director, President and Chief Executive Officer, MITSUMI ELECTRIC CO., LTD.

2017 Jun. Chief of Electronic Device & Component Manufacturing Headquarters

2019 Aug. Director, U-Shin Ltd. (Present)

2019 Oct. Vice President Executive Officer (Present), Officer in charge of Electronic Device & Component related Business

2021 Apr. Chief of Electronic Device & Component Business Headquarters

2023 Jan. Chief of U-Shin Business Headquarters (currently Access Solutions Headquarters), Director, Minebea AccessSolutions Inc. (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)



Director, Senior Managing Executive Officer

**Satoshi Mizuma**

1986 Apr. Joined the Company

2011 Apr. General Manager of Quality Control Department, Ball Bearing Business Unit

2015 Apr. Deputy Head of Ball Bearing Business Unit

2016 Jun. Executive Officer

2017 Oct. Executive Officer, Head of Ball Bearing Business Unit

2018 May. Managing Executive Officer, Chief of Machined Component Manufacturing Headquarters

2021 Apr. Chief of Machined Component Business Headquarters (currently Precision Technologies Headquarters) (Present)

2022 Jun. Senior Managing Executive Officer (Present)

2023 Jun. Director (Present)

Attendance at the Board of Directors Meetings\*  
**100%** (10/10)

\*After appointment



Director (Non-executive)

**Takashi Matsuoka**

2003 Apr. General Manager of Planning Division, KEIAISHA Co., Ltd.

2003 Jun. Director, KEIAISHA Co., Ltd.

2004 Jun. Managing Director, KEIAISHA Co., Ltd.

2005 Jun. Outside Director of the Company

2007 Jun. Senior Managing Director, KEIAISHA Co., Ltd.

2011 Jun. Director and Senior Managing Executive Officer, KEIAISHA Co., Ltd.

2014 Jun. Director, Vice President Executive Officer, KEIAISHA Co., Ltd. (Present)

2024 Jun. Director of the Company (Non-executive) (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

### Independent Outside Directors



Outside Director

**Yuko Miyazaki**

1979 Apr. Registered as attorney-at-law, member of Dai-ichi Tokyo Bar Association

1984 Aug. Legal Counsel, Legal Department, The World Bank

1988 Jan. Partner, Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu)

2012 Jun. Outside Director, Seven Bank, Ltd.

2015 Jun. Outside Audit & Supervisory Board Member, Oji Holdings Corporation

2018 Jan. Justice, The Supreme Court of Japan

2021 Jul. Re-registered as attorney-at-law, member of Dai-ichi Tokyo Bar Association

2021 Sep. Special Advisor, Nagashima Ohno & Tsunematsu (Present)

2022 Jan. International Judge, Singapore International Commercial Court (Present)

2022 Jun. Outside Director of the Company (Present)

Chairperson of the Nomination and Compensation Committee (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at Nomination and Compensation Committee Meetings  
**100%** (7/7)



Outside Director

**Yuko Haga**

1989 Apr. Senior Consultant, Tokyo Office, Price Waterhouse Consultants

1991 Apr. Representative, Haga Management Consulting Office (Present)

2008 Apr. Executive Officer, Somo Japan Healthcare Services Inc. (currently Somo Health Support Inc.)

2010 Feb. Director, Social Welfare Corporation Fujikenkukai (Present)

2010 Apr. Visiting Professor, Department of Policy Management, Faculty of Policy Management, Shobi University

2017 Apr. Associate Professor, Graduate School of Management, NUCB Business School

2019 Mar. Outside Director of the Board, Kyowa Hakkō Kirin Co., Ltd. (currently Kyowa Kirin Co., Ltd.) (Present)

2020 Apr. Professor, Graduate School of Management, NUCB Business School (Present)

2020 Jun. Outside Director of the Company (Present)

Member of the Nomination and Compensation Committee (Present)

2024 Jun. Outside Director of the Board, AIR WATER INC. (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at Nomination and Compensation Committee Meetings  
**100%** (7/7)

### Audit & Supervisory Board Members



Standing Audit & Supervisory Board Member

**Masahiro Tsukagoshi**

1984 Apr. Joined the Company

2004 May. Vice President, NMB (USA) Inc.

2011 Jul. General Manager of Business Administration Department of the Company

2015 Apr. General Manager of Corporate Planning Department

2018 May. Executive Officer

2020 Jun. Advisory Manager

2020 Aug. Deputy Officer in charge of Personnel & General Affairs Division


2021 Apr. Deputy Head of Personnel & General Affairs Division

2023 Jun. Standing Audit & Supervisory Board Member (Present)

Attendance at the Board of Directors Meetings\*  
**100%** (10/10)

Attendance at the Audit & Supervisory Board Meetings\*  
**100%** (12/12)

\*After appointment



Outside Audit & Supervisory Board Member

**Shinichiro Shibasaki**

1989 Apr. Registered as attorney-at-law, joined Inami and Ota (currently Law Office Juricom)

1993 Apr. Partner, Inami, Ota and Shibasaki (currently Law Office Juricom) (Present)

2010 Oct. Member of Dispute Resolution Committee of The General Insurance Association of Japan (Present)

2012 Apr. Part-time Professor, Tokai University School of Medicine

2014 Jun. Outside Audit & Supervisory Board Member of the Company (Present)

2015 Apr. Visiting Professor, Tokai University School of Medicine (Present)

2018 Dec. Member of the Nomination and Compensation Committee of the Company (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at the Audit & Supervisory Board Meetings  
**100%** (15/15)

Attendance at Nomination and Compensation Committee Meetings  
**100%** (7/7)



Outside Director

**Atsuko Matsumura**

1978 Apr. Joined Japan Center for Economic Research

1981 Apr. Visiting research fellow, Economic Research Institute, Economic Planning Agency (currently Economic and Social Research Institute)

1987 Apr. Part-time Lecturer, Jissen Women's Junior College

1988 Apr. Full-time Lecturer, OTSUMA WOMEN'S UNIVERSITY

1991 Apr. Full-time Lecturer, Faculty of Economics, Tokyo International University

1999 Apr. Associate Professor, Faculty of Economics, Tokyo International University

2006 Apr. Professor, Faculty of Economics, Tokyo International University (Present)

2010 Apr. Part-time Lecturer, Department of Social and Family Economy, Faculty of Human Sciences and Design, Japan Women's University (Present)

2014 Apr. Visiting Professor, Faculty of Economics, Keio University

2015 Apr. Part-time Lecturer, Department of Politics, Faculty of Law, Keio University

2016 Jun. Outside Director, RENESAS EASTON Co., Ltd. (currently Glosel Co., Ltd.)

2018 Jun. Outside Director of the Company (Present)

2018 Dec. Member of the Nomination and Compensation Committee of the Company (Present)

2023 Mar. Member of the Working Group on Oil Market Trend Study, Advisory Committee for Natural Resources and Energy, the Ministry of Economy, Trade and Industry

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at Nomination and Compensation Committee Meetings  
**100%** (7/7)



Outside Director

**Hirofumi Katase**

1982 Apr. Joined Ministry of International Trade and Industry

2000 Oct. Director, Economic Policy Unit, Minister's Secretariat, Ministry of International Trade and Industry

2002 Jul. Director, Petroleum and Natural Gas Division, Agency for Natural Resources and Energy

2006 Jul. Director, Aerospace and Defense Industry Division, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry

2008 Aug. Director for International Industry Research, Minister's Secretariat, Trade Policy Bureau, Ministry of Economy, Trade and Industry

2009 Jul. Deputy Director-General for Trade and Economic Cooperation Bureau and International Exhibitions, Minister's Secretariat, Ministry of Economy, Trade and Industry

2010 Jul. Deputy Director-General, Secretariat of the Space Development Strategy Headquarters, Councilor, Cabinet Secretariat

2012 Jul. Deputy Director-General for International Trade Policy, Minister's Secretariat, Ministry of Economy, Trade and Industry

2013 Jun. Director-General, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry

2015 Jul. Director-General, Trade Policy Bureau, Ministry of Economy, Trade and Industry

2016 Jun. Vice-Minister for International Affairs

2017 Jul. Special Advisor to the Ministry of Economy, Trade and Industry

2017 Dec. Executive Vice Chairman & Director, I-Pulse Inc. (Present)

2021 Jun. President and Chief Executive Officer, I-Pulse Japan Inc. (Present)

2021 Jun. Outside Director of the Company (Present)

2022 Jun. Member of the Nomination and Compensation Committee of the Company (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at Nomination and Compensation Committee Meetings  
**100%** (7/7)

### Independent Outside Audit & Supervisory Board Members



Standing Outside Audit & Supervisory Board Member

**Hiroshi Yamamoto**

1987 Apr. Joined Japan Tobacco Inc.

2007 Apr. Vice President, Tobacco Business Planning, Tobacco Business, Japan Tobacco Inc.

2008 Jul. Vice President, Non-Tobacco Material Procurement, Tobacco Business, Japan Tobacco Inc.

2012 Jun. Vice President, Operational Review and Business Assurance, Japan Tobacco Inc.

2019 Mar. Standing Audit & Supervisory Board Member, Japan Tobacco Inc.

2023 Jun. Standing Outside Audit & Supervisory Board Member of the Company (Present)

Attendance at the Board of Directors Meetings\*  
**100%** (10/10)

Attendance at the Audit & Supervisory Board Meetings\*  
**100%** (12/12)

\*After appointment



Outside Audit & Supervisory Board Member

**Makoto Hoshino**

1980 Apr. Joined Kantoshinetsu Regional Taxation Bureau

2009 Jul. District Director, Fukagawa Tax Office

2010 Jul. Senior Internal Inspector, Kantoshinetsu Regional Taxation Bureau, Commissioner's Secretariat of the National Tax Agency

2012 Jul. District Director, Ota Tax Office

2013 Jul. Director, Planning Division, Management and Co-ordination Department, Kantoshinetsu Regional Taxation Bureau

2014 Jul. Chief Internal Inspector, Kantoshinetsu Regional Taxation Bureau, Commissioner's Secretariat of the National Tax Agency

2016 Jul. Chief Internal Inspector, Osaka Regional Taxation Bureau, Commissioner's Secretariat of the National Tax Agency

2017 Jul. Deputy Commissioner, Large Enterprise Examination and Criminal Investigation Department, Kantoshinetsu Regional Taxation Bureau

2018 Jul. Retired from Kantoshinetsu Regional Taxation Bureau

2018 Aug. Registered as a certified tax accountant, Director, Makoto Hoshino Certified Tax Accountant Office (Present)

2019 Jun. Outside Audit & Supervisory Board Member of the Company (Present)

Attendance at the Board of Directors Meetings  
**100%** (12/12)

Attendance at the Audit & Supervisory Board Meetings  
**100%** (15/15)

## Skills matrix

The Company has identified skills required of the Board of Directors as a whole. A circle is assigned to the expertise and background that is expected based on the wealth of experience and knowledge of each officer.

### Skills required of the Board of Directors as a whole

Skill item	Reasons for selection as a required skill
Corporate management	The Group of the Company (the Group) needs Directors with abundant management experience, a proven track record, and the experience, knowledge, and skills necessary for formulating a sustainable growth strategy, constantly producing products contributing to solving social issues, and sustainably enhancing corporate value while navigating the drastic change in the business environment surrounding the Group.
M&A	The Group needs Directors with experience, knowledge and skills for discovering potential M&A targets from the point of strengthening the "Eight Spears" strategy, determining fair prices based on financial discipline, and maximizing the benefits of integration in a flexible and speedy manner by conducting thorough Post Merger Integration (PMI) that respects each corporate culture, since the Group aims to achieve both organic and M&A growth.
Global affairs	The Group needs Directors with experience, knowledge and skills for making management decisions considering market and customer trends as well as country risks, including geopolitical risks, since the Group's major customers operate manufacturing and sales globally, and their bases are located overseas.
Technology Development/Manufacturing/Sales	The Group needs Directors with experience, knowledge, and skills for manufacturing and developing high quality and precision components and ensuring a stable supply of them to society in order to embody and promote the Group's management philosophy of "To contribute to the 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."
Environment/Society	The Group needs Directors with experience, knowledge, and skills for promoting solutions of environmental and human rights problems, and social issues in order to realize enhancing corporate value by contributing to realizing a sustainable society through the Group's businesses.
Personnel/Human resources development	The Group needs Directors with experience, knowledge and skills for producing innovations continuously with accelerating synergy between various "wisdom" and "human," which have been accumulated through the Group's active overseas expansion and M&A since its foundation, in order to promote human resources strategy aiming at sustainable enhancement of corporate value.
Legal affairs	The Group needs Directors with experience, knowledge, and skills concerning for ensuring thorough compliance with laws and ethical standards, which is fundamental to the Group's business operations to expand its businesses globally.
Finance and Accounting/Tax affairs	The Group needs Directors with experience, knowledge, and skills concerning developing financial strategies to realize promoting growth investment, including M&A, and enhancing shareholder return.

### Roles and Skills matrix of Directors and Audit & Supervisory Board Members

Name	Position (Independent outside officers)	Members of each organizational body (Chairperson)				Expertise and background especially expected									
		Board of Directors	Nomination and Compensation Committee	Senior Executive Officer Council	Audit & Supervisory Board	Corporate management	M&A	Global affairs	Technological development	Manufacturing	Sales	Environment and society	Personnel and human resource development	Legal affairs	Finance, Accounting, and Tax affairs
Yoshihisa Kainuma	Representative Director, Chairman CEO	◎	○	◎		○	○	○		○	○	○	○	○	○
Shigeru Moribe	Representative Director, Vice Chairman	○		○		○		○			○				○
Katsuhiko Yoshida	Director, President COO & CFO	○		○		○	○	○			○		○		○
Ryozo Iwaya	Director, Vice President Executive Officer	○		○		○		○		○					○
Shigeru None	Director, Senior Managing Executive Officer	○		○		○		○			○				○
Satoshi Mizuma	Director, Senior Managing Executive Officer	○		○		○		○	○	○					○
Katsutoshi Suzuki	Director, Managing Executive Officer	○		○		○		○	○	○					○
Takashi Matsuoka	Director (Non-executive)	○				○						○			○
Yuko Miyazaki	Outside Director	◆	◎					○						○	○
Atsuko Matsumura	Outside Director	◆	○					○					○		○
Yuko Haga	Outside Director	◆	○			○		○					○		○
Hirofumi Katase	Outside Director	◆	○			○		○					○		○
Masahiro Tsukagoshi	Standing Audit & Supervisory Board Member	○			◎	○		○							○
Hiroshi Yamamoto	Standing Outside Audit & Supervisory Board Member	◆			○			○							○
Shinichiro Shibasaki	Outside Audit & Supervisory Board Member	◆	○		○									○	
Makoto Hoshino	Outside Audit & Supervisory Board Member	◆	○		○										○

### Dialogue between institutional investors and Outside Directors

On July 16, 2024, Outside Directors Ms. Atsuko Matsumura, Ms. Yuko Haga, and Mr. Hirofumi Katase held a small online meeting with institutional investors to discuss matters related to the Company's governance and its corporate culture. For specific details on that meeting, please refer to the Company's website.

[https://www.minebeamitsumi.com/english/corp/investors/disclosure/others/\\_icsFiles/afiedfile/2024/08/23/qa20240716\\_en.pdf](https://www.minebeamitsumi.com/english/corp/investors/disclosure/others/_icsFiles/afiedfile/2024/08/23/qa20240716_en.pdf)



## Compliance

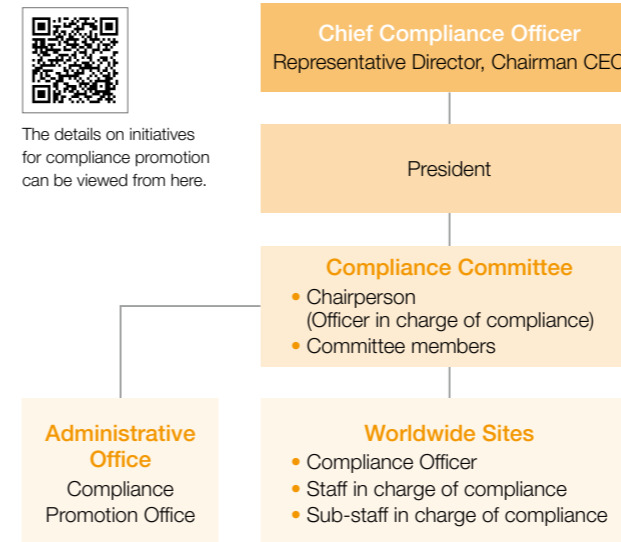
### Basic approach

To continue to act appropriately as a corporate citizen, the Group has established the "MinebeaMitsumi Group Code of Conduct" and "MinebeaMitsumi Group Officer and Employee Compliance Guidelines," and on the basis of these policies, we strive to achieve fair, appropriate, and highly transparent management.

### Compliance promotion system

The Representative Director, Chairman CEO of the MinebeaMitsumi Group has ultimate responsibility for compliance. The Compliance Committee, which reports directly to the President, meets on a regular and timely basis to ensure implementation of the Code of Conduct and make prompt decisions on emergency response measures in the event of significant violations of the code. The Compliance Promotion Office, the administrative body of the Compliance Committee, implements measures to promote compliance. Compliance training for officers at all Group companies in Japan was provided in the fiscal year ended March 2024. Additionally, we appoint a compliance officer at each of the Group's bases, including those overseas, to strengthen management of the Group overall. In May 2024, we appointed a compliance officer at Minebea Power Semiconductor Device Inc., which was newly added to the Group as a result of the business integration, to strengthen the groupwide compliance system.

### Compliance framework



The details on initiatives for compliance promotion can be viewed from here.

### Internal reporting system

In order to prevent and detect compliance violations early, whistleblowing reporting systems have been set-up both internally and outside our Company. These can be used by any officer or employee (including fixed term contract employees and dispatched employees) to report any of their own or other officers or employees decisions or actions that could

potentially violate laws, regulations, or internal rules, including the MinebeaMitsumi Group Code of Conduct, or that lack appropriate corporate ethics, or other related suspicions. Reports can be filed either by name or anonymously. To ensure the independence of the whistleblowing system, all whistleblowing reports are received and monitored by Audit & Supervisory Board members.

Internal rules, including the "MinebeaMitsumi Group Code of Conduct", prohibit unfavorable treatment on the grounds of whistleblowing, and requires maintaining confidentiality and anonymity of information providers. If after a thorough investigation a whistleblowing report is found to be true, appropriate measures are taken. In Japan we have established and operate internal reporting rules based on the Whistleblower Protection Act.

We raise awareness of the reporting system and how to use the reporting hotline through our in-house web portal, and by distributing guidance cards. Furthermore, we strive to build trust in the system by regularly disclosing the number of reports and their response status through our internal communication media.

In the fiscal year ended March 2024, we received 57 whistleblower reports. The status of internal reporting is regularly reported to the Compliance Committee and the Board of Directors.

### Number of whistleblower reports (including reports that did not result in actual incidents or violations)

	Harassment	Time & labor management	Information management	Accounting & bookkeeping	Corruption	Health and safety	Quality control	Other
FY3/2024	32	6	2	1	1	1	0	14
FY3/2023	10	7	0	1	0	0	1	4

### Anti-corruption initiatives

In order to strengthen our anti-corruption efforts at a global level, the MinebeaMitsumi Group has established the MinebeaMitsumi Group Anti-Corruption Policy, which applies to the entire Group, as well as the Anti-Bribery Regulations, which prohibit bribery (including small payments such as facilitation payments) in all countries and regions in which we do business, and strives to prevent bribery by all directors and employees. The Group has established and implemented the "Internal Standards and Procedures Relating to Entertainment and Gifts for Public Officials" for the Asia region, where business practices are particularly complicated. We give utmost attention to risk management to ensure that there is no involvement in corruption, and we do not engage in any entertainment or gift-giving perceived to carry risk. Furthermore, we have established the "CSR Procurement Guidelines," and require our business partners to prohibit bribery.

In addition, the Internal Auditing Office conducts regular checks on these initiatives from the perspective of the prevention of corruption.

Furthermore, during the fiscal year ended March 31, 2024, there were no officers or employees who committed anti-corruption violations, nor were there any fines, surcharges or settlements related to corruption.

## Risk management

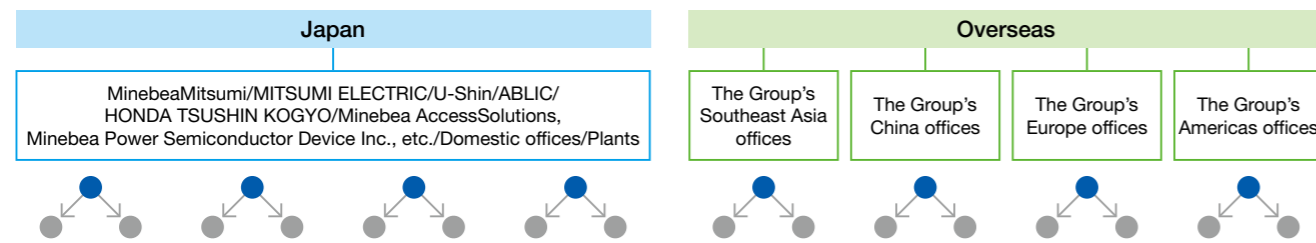
### Basic approach

Because our response to risk could profoundly affect the MinebeaMitsumi Group's business fundamentals, we believe that risk management is vital to the management of the company. We are prepared for a variety of anticipated risks based on the MinebeaMitsumi Group Basic Regulations for Risk Management, which stipulate our risk management system, preventive measures, and responses in the event of an emergency.

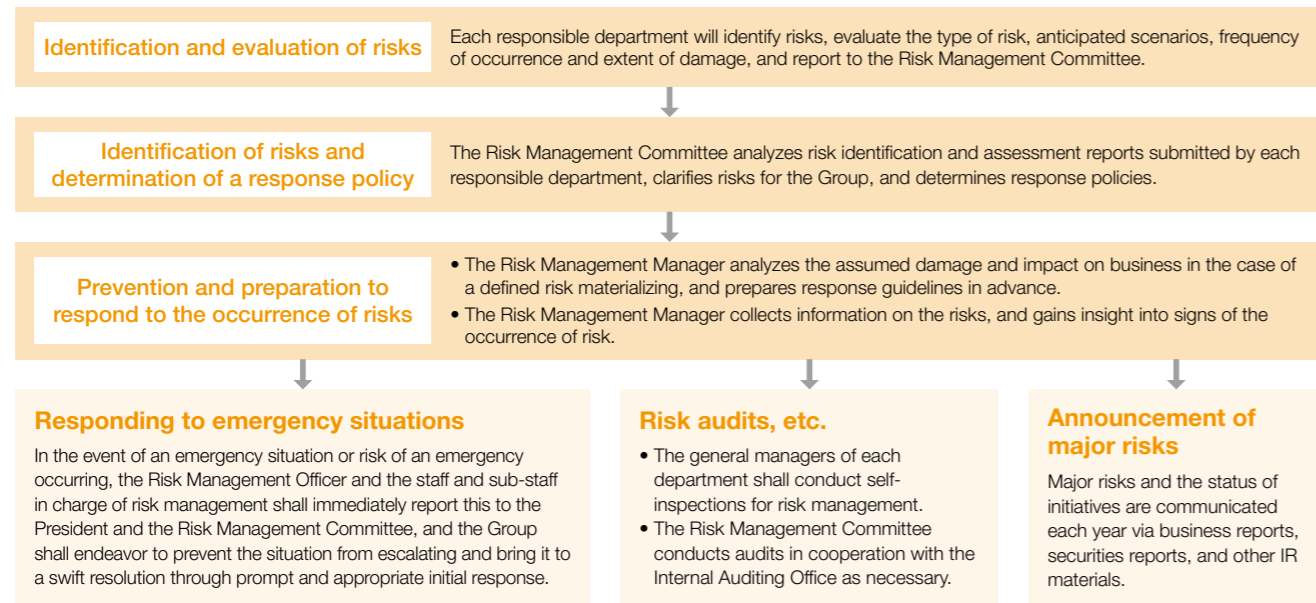
### Risk management system

The Representative Director, Chairman CEO of the MinebeaMitsumi Group, is ultimately responsible for risk management. The Risk Management Committee reports directly to the President, and makes important decisions on risk management in consultation with the President. As a precautionary measure, MinebeaMitsumi assesses and classifies tangible risks in advance, and remains vigilant against such risks. In the unlikely event that an incident occurs, we will set up an emergency response headquarters or an on-site response headquarters in accordance with the emergency response classification set out in the regulations, and respond to the situation promptly and appropriately. MinebeaMitsumi has established a system under which, depending on the nature of the risk, a supervisory division can be appointed to handle a situation and to draft and implement risk prevention measures.

#### Risk management system diagram



#### Method of Identification of and response to risks



### Risk management example ① BCP

In the event of a large-scale disaster, infectious disease, terrorist attack, or other emergency, the Group will prioritize ensuring the safety of its employees and their families. In addition, as a parts manufacturer with world leading market share, we believe that it is our social responsibility to continue to supply our customers and minimize the impact to our and their business. To this end, we have formulated business continuity plans (BCPs) and are conducting drills at our major bases both in Japan and overseas.

In order to reduce risks relating to climate change, the "Aqueduct Water Risk Atlas," published by the World Resources Institute (WRI), and other sources are used to

identify sites with high levels of water-related risk such as floods and droughts, and efforts are made to expand BCP. In Thailand, which has the MinebeaMitsumi Group's core plants, we acquired certification to the international standard ISO 22301 for our business continuity management system (BCMS) at the Bang Pa-in Plant, Lop Buri Plant, Rojana Plant and Navanakorn Plant, followed by the Ayutthaya Plant and Ban Wa Plant.

In the future, we will strengthen our measures against water-related risks in Southeast Asian bases other than China and Thailand, and will work to further reduce and minimize risks.

### Risk management example ② Information security

The utilization of information has become a management issue for survival and sustainable growth of the company. With the promotion of digital transformation at its core, we are committed to utilizing information to drive growth. We do not simply collect and analyze data; we use the results of that analysis to rapidly respond to changes in the market. On the other hand, the number of cases of cyberattacks against companies have continued to increase while becoming more technically sophisticated, making the development of a system to prevent such attacks an urgent issue.

In addition to the protection of business resources, manufacturers need to be prepared for cyber-attacks on production sites. In order to strengthen the information security system, the Company uses a specialist in ICT as the CISO (Chief Information Security Officer), and has established the Security Promotion Office. The Information Security Committee, chaired by the CISO, meets regularly to ensure that management is thoroughly aware of information security and how they are being addressed, and manages risks based on risk metrics.

As a specific measure, we have established an automated monitoring and abnormality detection network for PCs and servers operated on a daily basis throughout the Company, including at overseas production sites

and we have established an incident response system to respond promptly to reports of abnormalities or threats. In addition, the Group has a dedicated team for threat analysis that enables us to respond quickly and consistently to threat detection with appropriate analysis and countermeasures.

We will continue to reinforce our information security measures in anticipation of increasing threats.

#### Global security monitoring and crisis response system

Attack detection and defense, device vulnerability detection, network monitoring/management



### Risk management example ③ Security and trade management

Against the backdrop of the increasingly complex international situation and military tensions, economic sanctions and export control regulations are being strengthened by each country. In these circumstances, the Group, which has a global production system, will need to engage in strategic business development, and remain focused on the economic and political situation in each country. This will allow us to fulfill our social responsibilities as a company, and maintain an international competitive advantage.

As a global Group, we implement thorough security trade control in accordance with the laws and regulations of each country at each of our bases. To further strengthen

our security trade control system and centrally manage risks related to economic security for the entire Group, we have established the "Group Company Policy on Economic Security" and the "Economic Security Risk Management Manual."

In accordance with this policy, we obtain written documents confirming the product applications from each business partner, and have established a "Transaction Appropriateness Subcommittee" under the Risk Management Committee to establish a system for appropriately and promptly determining the appropriateness of transactions, taking into account the risks associated with transactions of concern in relation to economic security.