Initiatives for the Environment

Guided by our corporate philosophy, we aim to balance corporate sustainability with the sustainability of the planet and society, promoting initiatives that include carbon neutrality, resource circulation, and the conservation of nature and biodiversity.

The environmental policy can be viewed from here.

Environmental management activities can be viewed from here.

Environmental strategy and initiatives —Message from CGO (Chief Green Officer)—

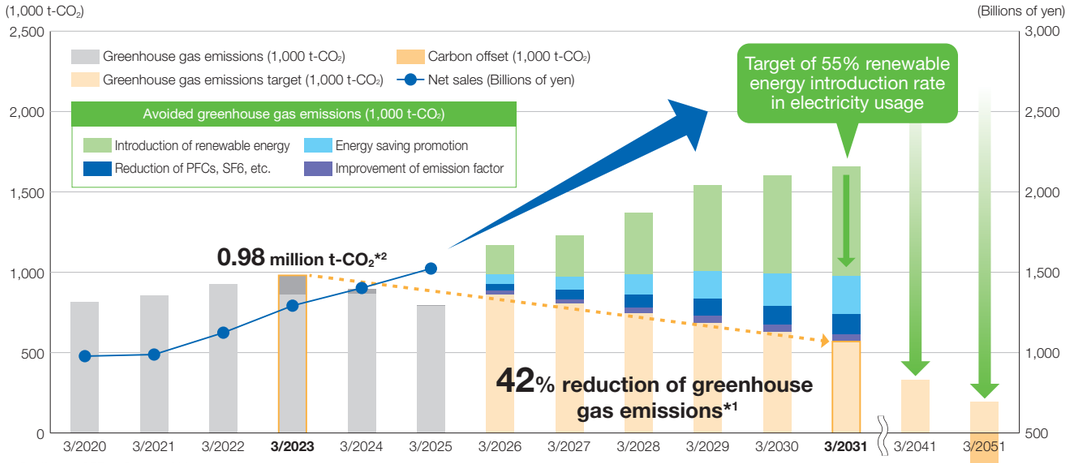
As addressing climate change and other issues becomes an urgent challenge both domestically and internationally, we have positioned our QCDESS® strategy, focusing on Quality, Cost, Delivery, Eco, Efficiency, Service, and Speed, as the foundation for our 100th anniversary in 2051, with an emphasis on Eco and Efficiency.

Among our material issues (materiality), we highlight “contributing to solutions to global environmental issues.” We aim to “minimize environmental impact by expanding use of renewable energy and other measures” and, by leveraging our greatest strength, ultra-precision machining technology, “reduce global CO_2 emissions through environmentally friendly products.”

In October 2024, we obtained Science Based Targets (SBT) certification. Based on the fiscal year ended March 2023 as the base year, we have set targets to reduce Scope 1 and Scope 2 emissions by 42% and Scope 3 Category 11 (use of sold products) emissions by 25% by the fiscal year ending March 2031. In line with these goals, we have newly formulated the MMI Roadmap toward a Decarbonized Society. We will integrate, organize, systematize, and accelerate various initiatives, pursuing both environmental impact reduction and corporate value enhancement as a united company.

CGO **Hiroyuki Eguchi**

MMI Roadmap toward a Decarbonized Society – Greenhouse gas emissions and reduction targets (Scope 1, 2)



*1 Certified by SBTi in October 2024

*2 Approx. 120,000 t-CO_2 of greenhouse gas emissions from companies integrated between FY3/2023 and FY3/2025 were retroactively added to the FY3/2023 baseline

Scope 3 emissions

(1) Purchased goods and services
4,559,000 t-CO_2

(10) Processing of sold products
679,000 t-CO_2

(11) Use of sold products
55,259,000 t-CO_2

Others
“Capital goods,” “fuel and energy-related activities (not included in Scope 1 or Scope 2),” “Transportation and distribution (upstream),” “Waste generated in operations,” “Business travel,” “Employee commuting,” “Transportation and distribution (downstream),” “End of life treatment of sold products,” “Investments”
804,000 t-CO_2

Click here to view detailed environmental data.

Introduction of large-scale in-house solar power generation at our facilities for carbon neutrality

To fulfill our social responsibility of achieving carbon neutrality by 2050, we added the renewable energy business to our Articles of Incorporation at the General Meeting of Shareholders in June 2024. Through initiatives such as utilization of the Joint Crediting Mechanism (JCM), we will collaborate and cooperate with companies, as well as with governments and administrative bodies across different countries and regions, contributing to greenhouse gas reduction efforts both outside and inside Japan.

Example 1 Cambodia: 100% renewable energy plan

In December 2023, coinciding with the Asia Zero Emission Community (AZEC) Ministerial Meeting, our Representative Director, Chairman CEO signed a memorandum of understanding with the Minister of Mines and Energy of Cambodia regarding solar power generation projects. In November 2024, we also established a joint venture with SchneiTec Co., Ltd., a locally certified electricity provider in Cambodia. We plan to commence operations of a 20 MW solar power generation project in January 2026 and a 30 MW project in July 2026. Through these projects, we plan to cover the entire electricity demand of our two Cambodian plants, Phnom Penh and Pursat (under construction), with renewable energy (total investment: 6.0 billion yen).

Solar power system installed by SchneiTec Co., Ltd.

Example 2 Thailand: Expansion of in-house power generation facilities

In our Thailand operations, we have already installed and are operating solar power generation facilities with a total output capacity of 16.5 MW on plant premises. Furthermore, we plan to install solar power plants and large-scale storage batteries with a total generation capacity of 152 MW in Thailand, with operations scheduled to begin sequentially in June 2026, supplying our largest Bang Pa-in plant. This will enable the procurement of renewable energy equivalent to 12.5% of the MinebeaMitsumi group’s total electricity consumption (total investment: 17.0 billion yen).

Bang Pa-in Plant

Example 3 Philippines: Achievement of 100% renewable energy for electricity use at Cebu and Naga Plants

In October 2023, we installed a self-consumption solar power generation system on the premises of our MITSUMI Cebu plant in the Philippines. The system has an output capacity of approximately 7.9 MW, making it one of the largest self-consumption solar power generation systems installed at a Japanese-affiliated plant in the country. Furthermore, by concluding a Power Purchase Agreement (PPA) in March 2024, we achieved 100% renewable energy for electricity use at both the Cebu and Naga plants.

Solar power generation systems at the MITSUMI Cebu plant

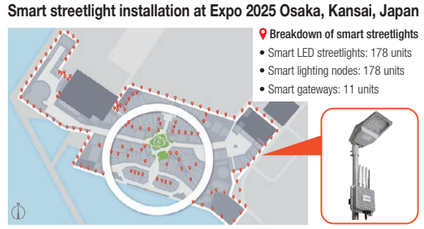
Expo 2025 Osaka, Kansai, Japan: Products that solve social issues (environmental measures)

We are participating as a supplier for venue development at Expo 2025 Osaka, Kansai, Japan, and our smart streetlights are installed on the site.

Our smart streetlights are highly efficient and intelligent road and street lighting. They feature optical lenses designed using engineering design technology cultivated through the production of optical light guide plates for smartphone backlights and are equipped with wireless functions utilizing a mesh network.

The optical lenses are designed through extensive optical simulations. By incorporating device design and innovations, we reduce upward light leakage while ensuring highly uniform illumination of road surfaces. Additionally, these smart streetlights enable centralized management via a Central Management System (CMS) through our proprietary communication mesh network, allowing wireless dimming control, remote monitoring, and scheduling. By reducing power consumption through the use of high-efficiency LEDs and dimming control, these streetlights contribute to CO_2 emission reductions.

Smart streetlight installation at Expo 2025 Osaka, Kansai, Japan



*Actual implementation at Expo 2025 Osaka, Kansai, Japan may differ.

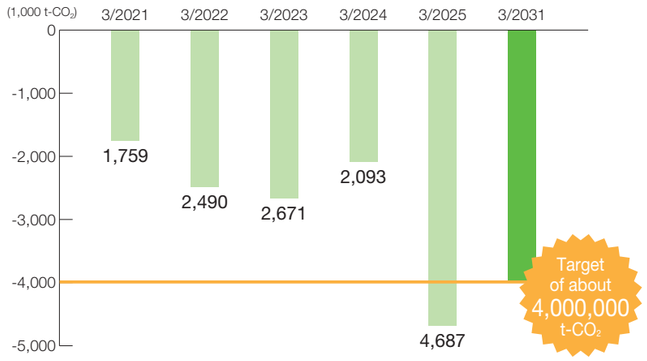
MMI Beyond Zero initiative

Through *MMI Beyond Zero*, we are working to contribute to the reduction of global CO_2 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 part of this initiative, we have quantified the volume of avoided CO_2 emissions by our products since the fiscal year ended March 2021, with a target of 4,000,000 t-CO_2 by the fiscal year ending March 2031. In the fiscal year ended March 2025, thanks to the recovery in sales of ball bearings for high-performance fan motors, increased sales of semiconductors (IGBTs) for industrial equipment, and new products such as fan motors, results reached 4,687,000 t-CO_2, a significant increase over the previous year.

We will continue to pursue both energy-saving performance and product value, contributing to the realization of a sustainable society through technological innovation.

Actual volume of avoided CO_2 emissions by products



The volume of avoided CO_2 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_2 emissions

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

Volume of avoided CO_2 emissions	=	Effect on reduction of electricity consumption at the time of product use	×	Product life	×	Coefficient for CO_2 emissions	×	Sales volume in the fiscal year
C_d		$\Delta W_r \times L$		H_{op}		$Coef_e$		S

C_d: Volume of emissions directly avoided (kg-CO_2) ΔW_r: 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_2 emissions from power consumption (0.5001 kg-CO_2/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.

(1,000 t-CO_2)

Information Technology	Industrial	Home & Entertainment	Transportation	Smart city & infrastructure	Medical / Health care
2,047	1,680	104	803	51	1
Telecommunication base stations	Industrial machinery	Refrigerators	Automobiles	Solar power generators	CT scanners/ X-ray machines
Data centers	Industrial measurement instruments	Washing machines	Electric vehicles	Wind power generators	Dental handpieces
PCs	ATMs	Cooking appliances (IH, microwaves, rice cookers)	Electric bikes	Battery modules	Medical infusion pumps
Smartphones/ Tablet devices	POS terminals	Vacuum cleaners	Railway vehicles	Smart meters/valves	Laboratory equipment
	Vending machines	Air conditioners	Ships, motorboats, water bikes	Smart locks	Nursing care products
	3D printers	Electric fans	Trams/light rail	Automatic ticket gates	Bathroom scales
	Multi-function copier-printers	Air cleaners/ humidifiers/ dehumidifiers		Smart lighting devices	Blood pressure monitors
	Crossing gate	Bidets		Smart street lights	Blood purification machines
	Agricultural machinery/ Construction equipment	Televisions		Parking sensors	Alcohol breath test
		Set-top boxes		Security cameras	
		DVD/Blu-ray disc players		Elevators/ escalators	
		Digital cameras/ action cameras		EV charging stations	
		Hair dryers			
		Electric toothbrushes			
		Electric shavers			
		Fitness equipment			
		Facial care equipment			
		Toys			
		Game consoles			
		VR equipment			
		Automatic translation devices			
		Power tools			
		Fishing equipment			
		Suitcases			

Power semiconductors (High-capacity power modules (IGBT/SiC))

Power semiconductors are electronic components used for controlling and converting electricity at high voltages and currents. By improving power conversion efficiency and reducing losses, they contribute to enhancing the energy efficiency of railway vehicles, electric vehicles, industrial machinery equipment, and other applications.

CO_2 emissions reduction contribution: Approx. **259,000** t-CO_2

High-capacity IGBT / SiC modules

MinebeaMitsumi Green Products Certification Program

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

Among them, we have been promoting the *MinebeaMitsumi Green Products Certification Program* since 2019 to select products that are particularly excellent in environmental contribution.

Criteria for designation as Green Products

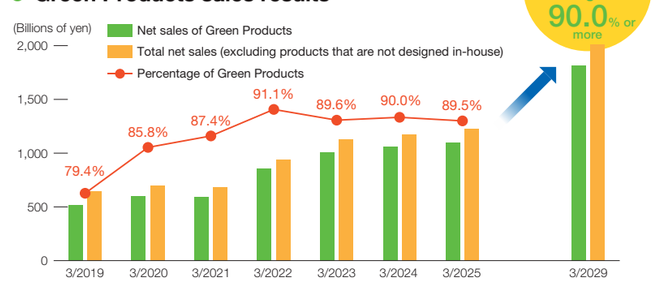
In designing	In manufacturing	In shipment	In using
• Selection of environmentally friendly materials • Selection of energy-efficient parts • Use of recycled and reused materials • Consideration for disposal of products • Confirmation of non-use of prohibited substance	• Reduction of electric power consumption • Reduction of raw and indirect materials • Reduction of waste • Reduction of chemical substances • Reduction of water usage	• Use of packaging materials with consideration for the environment • Reuse of packaging materials • Reduction of CO_2 in logistics	• Reduction of electric power consumption • Smaller products • Lighter products • Longer product lifespan

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

The Green Products sales ratio for the fiscal year ended March 2025 was 89.5%.

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

Green Products sales results



Progress of Green Bond Framework

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, 2025)

Reporting of state of fund allotment

(Millions of yen)

Business category	Eligible business	Required amount	Allocated	Unallocated
Production of ball bearings	Capital investment in production equipment for high-quality bearings to contribute to power conservation	25,000	22,228	0
	Capital investment in production equipment for bearings with innovatively improved precision			
	Capital investment in production equipment for bearings for the chief motors of EVs			
Procurement of decarbonized power sources	Introduction, operation, and maintenance of solar power generation systems to our own equipment		2,772	
	Purchase of renewable energy electric power		0	

(Millions of yen)

New finance/refinance	Sum	Proportion (%)
New finance	11,468	45.87
Refinance	13,532	54.13
Total	25,000	100.00

Impact reporting

Business category	Eligible business	Final use	Volume of avoided CO_2 emissions (t-CO_2/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	220,211

Business category	Eligible business	Installed regions	Avoided CO_2 emissions (t-CO_2/annum)	[Expected] avoided CO_2 emissions (t-CO_2/annum)
Decarbonized power sources	Installation, operation, and maintenance of solar power generation systems at our facilities	Thailand	7,768	-
		Philippines	8,439	-
		Americas*	-	885
		Japan	1,092	-

*Construction had been temporarily suspended, resulting in delays. Work has now resumed, and operations are scheduled to begin within the fiscal year ending March 2026.

Initiative to address TCFD recommendations

The Company recognizes the importance of disclosing climate-related financial information and in 2020 endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). As such, we disclose information on mitigating the risks and seizing the opportunities brought about by climate change.

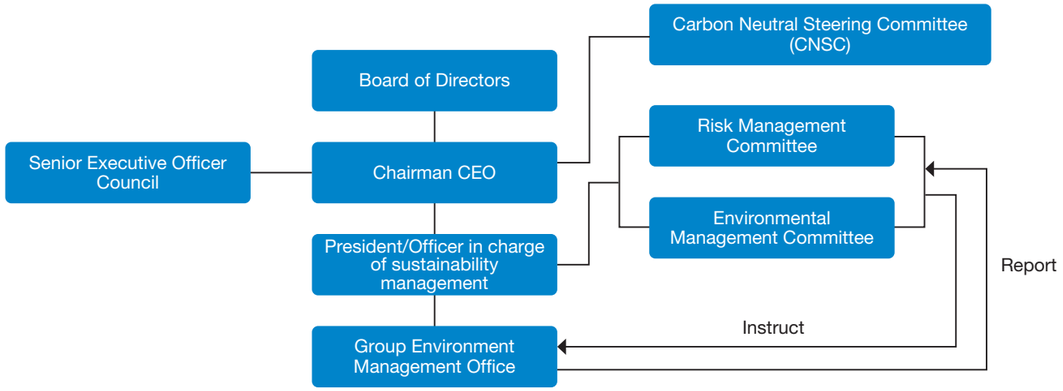
TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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, which handles general risks, and the Environmental Management Committee responsible for environmental management including climate change-related risks and opportunities. The Chairman CEO evaluates and supervises the Company's responses and progress against its objectives.

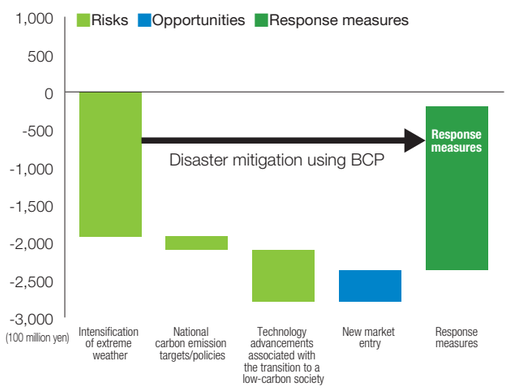
Internal structure for managing the risks and opportunities related to climate change



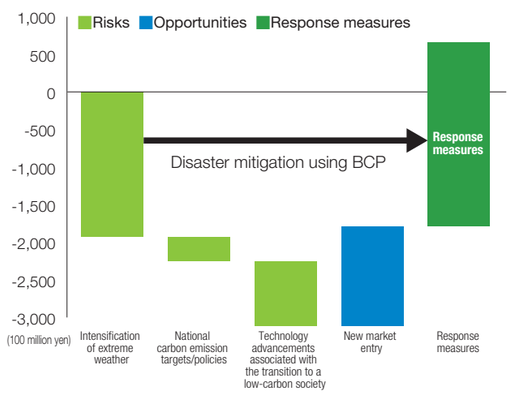
The results of the scenario analysis suggest that severe weather events caused by climate change could have a significant impact on our finances in the form of flood risk. In 2011 flooding in Thailand shut down two of the Company's five Thailand plants. In response, the Company has taken a number of actions against flooding, including creation and adoption of a BCP, installation of 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

1.5°C scenario (2030)



1.5°C scenario (2050)



Financial impact evaluation by scenario analysis and response measures

Item	Impact on the business	Evaluation	Response measures to risks/opportunities	Applicable scenarios
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.	★★★	**Risks:** • We are reviewing our Business Continuity Plan (BCP) and working to establish production systems that are resilient 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 partners. • 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 manufacturers to strengthen relationships that promote sustainable development for both parties.	1.5°C/ 4°C
Carbon pricing (introduction of carbon taxes and emissions trading), carbon emission targets/policies of each country (increased costs due to policy responses)	**<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.	★	**Risks:** • We will take CO_2 emissions reduction measures by promoting energy-saving investments, as well as Scope 2 emissions reduction by increasing renewable energy procurement. • 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
Technology advancements associated with the transition to a low-carbon society	**<1.5°C>** There is a growing need for products with outstanding energy-saving performance and those that help reduce greenhouse gas emissions. Those products that cannot keep pace with technological innovation will get eliminated. Responding to these issues will require costly technological development and R&D expenses.	★★	**Risks:** • 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. **Opportunities:** • 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. • We will create a system to calculate the CO_2 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 more frequent, similar to past flooding in Thailand. 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 even more frequent, similar to past flooding in Thailand. With robust business continuity planning, we can enhance the appeal of our products to customers.	★	**Opportunities:** • We will effectively build and operate BCP, enhance communication to be recognized as a partner providing reassurance and trust to customers, and disclose information about our systems.	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, sales volumes for bearings, motors, and other key components for electric vehicles could 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.	★★ (1.5°C) ★ (4°C)	**Opportunities:** • As part of the transition to a low-carbon society, we will expand sales for energy-saving technology as part of our business plan. • We will develop and integrate next-generation technologies through digital transformation (DX). • We will continue to promote M&A activities globally, and promote a growth strategy to dominate expanding markets. (Expanding mass production outside Japan) • We will increase investment and promote technological development to enhance the added-value appeal of our products. This includes assessment of product environmental performance, including energy-saving and low-carbon specifications, and labeling our products with relevant carbon footprint data. (GX promotion and target achievement) • We will promote technological development of products with high energy-saving performance.	1.5°C/ 4°C

	Profit	Expense
★★★	125.0 billion yen or more	125.0 billion yen or more
★★	Between 62.5 billion yen and 125.0 billion yen	Between 62.5 billion yen and 125.0 billion yen
★	Less than 62.5 billion yen	Less than 62.5 billion yen

Engaging with nature for sustainable growth

The Company conducts business activities at 129 production and research & development sites across 23 countries worldwide. We will continue to identify dependencies and impacts related to nature in our value chain and actively work to reduce environmental impact and conserve natural environments and biodiversity.

We will also further align with TCFD while striving to improve the transparency and reliability of nature-related disclosures.

Identification of connections with nature

Based on the LEAP approach*, the Company has defined the scope of evaluation to identify business activities with significant dependencies and impacts on natural capital. This assessment covered a total of 134 sites focused on manufacturing sites, upstream, and direct operations, with 99 sites in Asia, 20 sites in Europe, and 15 sites in North and South America. Due to an increase in sites following business integration and major updates to the ENCORE* and WWF tools*, we re-conducted the Locate phase based on the latest versions. In line with this, we also re-identified the priority locations.

Economic activities		Dependence on ecosystem services									Factors affecting natural capital					
Upstream/ Direct operations	Finished goods	Water supply	Restoration of solid waste	Soil and sediment retention	Water purification	Other regulating services – atmospheric and ecosystem-based dilution	Flood control	Storm mitigation	Water flow regulation	Rainfall pattern adjustment	Disturbances (noise, light, and so on)	Greenhouse gas emissions	Emissions of non-GHG air pollutants	Emissions of harmful soil and water pollutants	Generation and discharge of solid waste	Water use
Upstream	Plastic products	L	L	L	M	L	M	M	M	VL	M	M	M	VH	M	L
Upstream	Basic steel	H	L	L	M	ND	M	M	H	M	VH	H	H	VH	M	M
Upstream/ Direct	Electronic components/ Circuit boards	M	L	L	M	L	M	M	M	VL	M	VL	L	H	L	L
Direct operations	Computers & related products	L	L	L	M	L	M	M	M	VL	M	VL	L	H	L	L
Direct operations	Home electronics for consumers	M	L	L	M	L	M	M	M	VL	M	M	M	H	L	M
Direct operations	Industrial machinery	M	L	L	M	L	M	M	M	VL	M	L	M	M	L	M
Direct operations	Automotive components	L	L	M	M	L	M	M	M	VL	M	VL	L	M	L	L
Direct operations	Aerospace machinery & related equipment	L	M	M	M	L	M	M	M	VL	H	L	L	H	L	L

* VH : Very High H : High M : Middle L : Low VL : Very Low ND : No Data

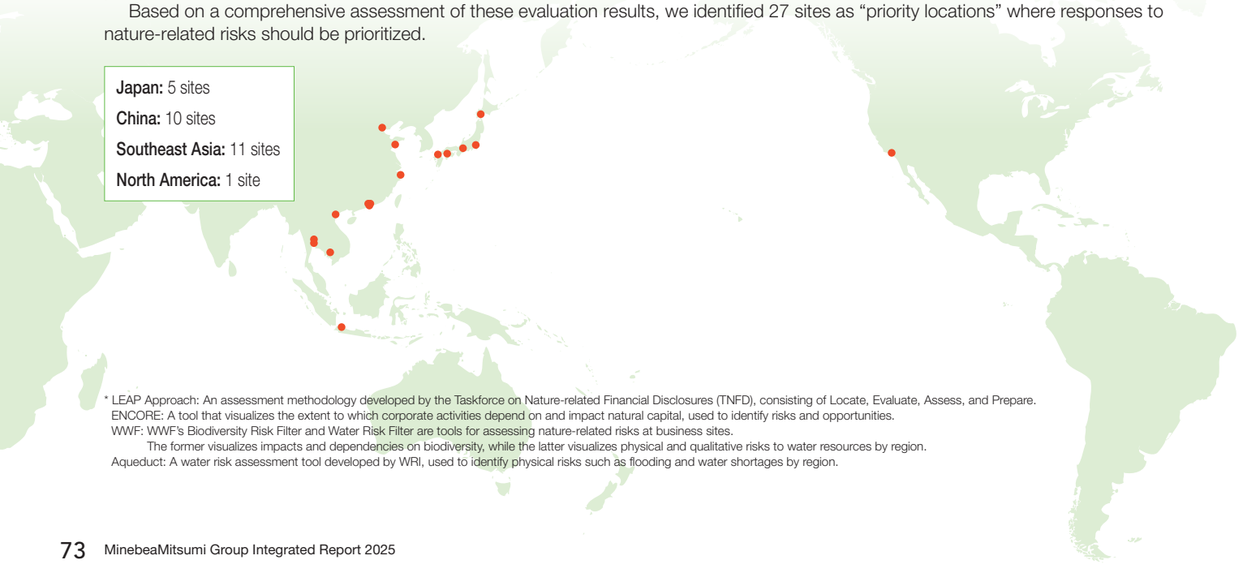
Identifying priority locations

Using WWF's Biodiversity Risk Filter and Water Risk Filter, we identified sites that are particularly vulnerable to nature-related impacts as "sensitive locations." These are locations where risks to biodiversity and water resources are so significant that heightened environmental considerations are required.

In addition, using WRI's Aqueduct*, we identified regions with high physical water risks, such as flooding and water shortages, as "material locations." These are areas where stable water supply is a concern and require close attention from a business continuity perspective.

Based on a comprehensive assessment of these evaluation results, we identified 27 sites as "priority locations" where responses to nature-related risks should be prioritized.

Japan: 5 sites
China: 10 sites
Southeast Asia: 11 sites
North America: 1 site



* LEAP Approach: An assessment methodology developed by the Taskforce on Nature-related Financial Disclosures (TNFD), consisting of Locate, Evaluate, Assess, and Prepare.
ENCORE: A tool that visualizes the extent to which corporate activities depend on and impact natural capital, used to identify risks and opportunities.
WWF: WWF's Biodiversity Risk Filter and Water Risk Filter are tools for assessing nature-related risks at business sites.
The former visualizes impacts and dependencies on biodiversity, while the latter visualizes physical and qualitative risks to water resources by region.
Aqueduct: A water risk assessment tool developed by WRI, used to identify physical risks such as flooding and water shortages by region.

Evaluation of risks and opportunities

In evaluating the financial and strategic impacts of nature-related risks and opportunities, we considered alignment with TCFD, set future scenarios related to natural capital based on the worldviews used in TCFD (1.5°C scenario, 4°C scenario), and evaluated impacts on our own operations and stakeholders on a four-level scale: severe, major, medium, and minor. The items rated as "major" or higher are as follows.

Risks and Opportunities		Evaluation
Risk	Increased frequency of extreme weather events and more severe natural disaster damage such as floods due to rising temperatures	1.5°C/Major 4°C/Severe
Risk	Stricter greenhouse gas emission regulations requiring alternative measures, an increase in manufacturing costs	1.5°C/Major
Risk	Shift of raw materials from virgin to recycled materials, an increase in raw material prices	1.5°C/Major
Opportunities	Reduction of greenhouse gas emissions through the use of renewable energy, and sales growth through meeting customer demands	1.5°C/Major
Opportunities	Reduction of greenhouse gas emissions during product use, improvement of energy efficiency (e.g., high-performance bearings and sensors)	1.5°C/Major 4°C/Moderate

Examples of initiatives related to nature, water, and resource circulation

CLEAN-Boost™

CLEAN-Boost™ is our proprietary technology, optimal for energy harvesting, which stores and boosts small-scale environmental energy (such as vibration, heat, light, and water), which previously could not be used as electric power, making wireless transmission and other functions possible.

This technology requires no external power supply, realizing zero CO_2 emissions during power generation. Additionally, not using batteries helps reduce the disposal of used batteries.

One application is the *Battery-less water leak sensor*, which helps prevent secondary damage, such as building deterioration and electrical leakage, thanks to promptly detecting leaks at installation sites. As it does not require battery replacement, it is also attracting attention as a sustainable initiative from an environmental perspective.

Battery-less water leak sensor

Philippines - Reforestation

The MITSUMI Cebu Plant has formulated a *Hundred Thousand Trees Program*, aiming to increase annual planting from an average of 5,500 trees (achieved between 2011 and 2022) to more than 20,000 trees per year from 2023 onward, aiming to reach 100,000 trees by 2025 and 200,000 trees by 2030.

In 2024, the program's first fiscal year, 12 tree-planting activities were held, and a total of 20,720 trees were planted, exceeding the annual target of 20,000 trees. A total of 3,124 volunteers participated in these activities, including senior management, employees and their families, municipal officials, partner organizations, and other stakeholders.

Bamboo planting by the Cebu Mitsumi Tree Planting Committee and staff from the City Environment and Natural Resources Office (Ibo-Togonon Riverbanks)

Initiatives for Society

The MinebeaMitsumi group believes that fulfilling our social responsibility, based on our Company credo *The Five Principles* and our materiality, leads to sustainable enhancement of corporate value.

Reinforcement of quality control systems

Basic approach

The group aims to become an *integrated* precision components manufacturer that contributes to the development of global society. Guided by our *Five Principles* of management, we have established a quality policy to ensure the highest quality in the products we develop, manufacture, and sell. By utilizing our resources efficiently to minimize waste, we will earn and maintain the trust of customers worldwide.

To achieve this goal, we aim for zero defects through built-in quality from the design stage.

We also build and operate a quality management system, continuously verifying its effectiveness and striving for ongoing 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 that encompasses everything from development through to after-sales services, seeking to provide 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 unit has obtained certification for the various quality management system standards required, and is 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 after thoroughly considering the method and content of information provision.

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 partners

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

Promoting responsible procurement

CSR Procurement

In our global business affairs, we consider promoting CSR throughout the supply chain to be essential. In March 2012, we established the *MinebeaMitsumi Group CSR Procurement Guidelines**, based on the *MinebeaMitsumi Group Code of Conduct**. Compliance with these guidelines is stipulated in our basic contracts with partners, and violations are considered grounds for contract termination, thus creating a framework for CSR procurement.

Additionally, we created the *MinebeaMitsumi Group CSR Procurement Self-assessment Checklist** to understand the CSR promotion status of our partners and ask for their responses. 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. The results are fed back to partners, and for those with identified issues, we investigate the causes and, through discussions with the partners, formulate specific countermeasures, allowing us to maintain detailed follow-up.

We implemented the following measures in the fiscal year ended March 2025:

1 **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."

2 **Monitoring status using the CSR Procurement Self-assessment Checklist**

This survey was conducted with 170 of our key domestic partners at six locations in Japan (covering 80% of purchase value), and responses were received from all.

Improvement measure requests: 104 companies
(Example: We asked 51 companies to develop policies based on our *CSR Procurement Guidelines*, and follow-up is ongoing)

3 **Internal training on CSR procurement**

All employees (457) of the procurement and logistics divisions of group companies in Japan have completed the training course, and all of them passed a comprehension test.

4 **Acquisition of a letter of commitment regarding human rights**

To promote our policy of promoting responsible procurement, 305 new partners have submitted the letter of commitment related to human rights.

For new partners, submission of this letter of commitment is a condition for starting transactions. If human rights violations are suspected, we will conduct an audit by a third party as necessary.

These pledges contain the following promises:

1 Partners are required to comply with the following requirements stipulated in our *CSR Procurement Guidelines*: (1) freely chosen employment, (2) prohibition of child labor, (3) prohibition of discrimination, (4) prohibition of harsh or inhumane treatment, (5) minimum wage, (6) working hours, and (7) freedom of association.

2 We require our partners and their supply chains to comply with the *CSR Procurement Guidelines* set by our Company.

3 Currently, our requirements include that our partners and their supply chains are not in violation of the guidelines, that they promptly report any violations if identified, and that they immediately take corrective action or ensure it is taken.

Details regarding CSR procurement can be viewed from here.

Promoting *Responsible Minerals 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 Minerals Procurement* initiative, we are promoting efforts to eliminate the use of tantalum, tin, tungsten, gold, and other minerals such as cobalt which are associated with conflict and CSR risks, and we request that our partners do the same. We will continue to respond to survey requests from customers using our survey database.

Strengthening the stable supply system for procured materials

To enhance risk management and resilience in the procurement of materials during natural disasters and other events, we promptly gather information on the damage status of our partners and strengthen coordination with our group sites, enabling swift response and ensuring stable supply of our products while avoiding business interruption risks.

*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

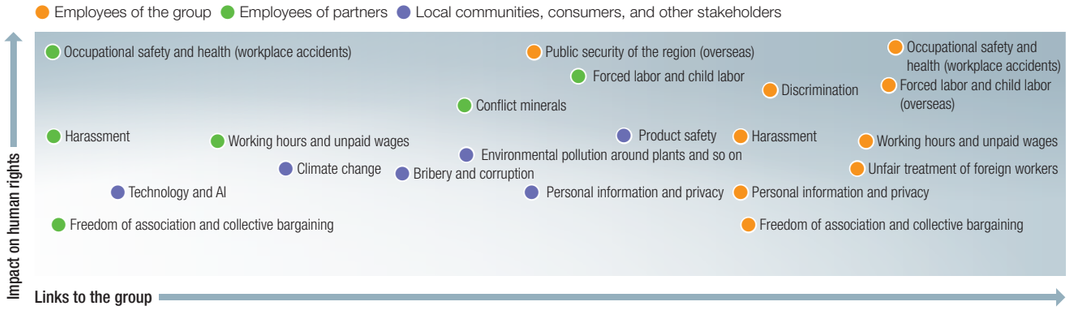
In recent years, with the progress of business globalization, there has been an increasing need for companies to address human rights issues, including in their supply chains. The group considers respect for the human rights of all stakeholders involved in its corporate activities to be one of the most important issues in its Basic Management Policy. Consistent with the continued globalization of business in recent years, the need for global companies to address human rights issues, including in their supply chains, is increasingly pressing. The group is committed to fulfilling those social responsibilities. Based on the UN Guiding Principles on Business and Human Rights and, in accordance with the *MinebeaMitsumi Group Human Rights Policy*, we have undertaken to protect our stakeholders by building a human rights due diligence system to prevent human rights violations from occurring.

Our human rights policy can be viewed from here.

Formulation of human rights policy	Identification and assessment of human rights risks	Implementation of measures to prevent and mitigate human rights risks	Monitoring	Disclosure of information
Commitment through the Policy	Extract and assess human rights risks related to business activities	Based on the assessment results, formulate and implement response measures	Evaluate and improve the effectiveness of the response measures	Disclose the status of initiatives externally

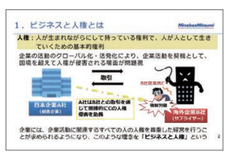
Human rights risk map

Our group identifies, assesses, and maps potential human rights risks that may arise from its business activities.



Education and training

To ensure that all group employees have a deeper understanding of and respect for human rights, we offer a wide range of training programs, including e-learning aimed at fostering understanding of the interaction between business and human rights, training when employees join the group, rank-specific training based on the *MinebeaMitsumi Group Officer and Employee Code of Conduct*, training prior to overseas postings to acquire cross-cultural communication skills, and training to eliminate harassment and promote diversity.



Initiatives related to employee human rights

Initiatives focused on occupational safety and health

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

Not only do we prioritize employee health and the prevention of overwork, but we also strive to provide a safe and hygienic work environment to achieve our policy of *zero serious workplace injuries*. The *MinebeaMitsumi Group Central Safety and Health Committee* oversees and provides guidance on the status of safety and health management activities and shares information across the group to catalyze ongoing improvement and to realize these priorities at each location. Furthermore, all of our major plants where we have large-scale-production sites, such as in Cambodia, China, the Philippines, and Thailand have obtained the ISO 45001 certification, the international standard for occupational safety and health management systems. Indeed, we have also obtained the TLS 8001 certification in Thailand, the country's worker protection standard.

We endeavor to maintain and improve our work environment for all employees by engaging in dialogue with employee representatives and unions to create a healthy and vibrant working environment that goes beyond merely complying with local laws and regulations.

Initiatives related to forced labor and child labor

In Thailand, our largest operations overseas, 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—to address the latent risks posed by forced labor and child labor. 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

One of the group's strengths is the diversity of its talent pool. To build on that strength, the group is engaged in organizational reform, and actively promotes women's advancement, the employment of people with disabilities, and work-life balance. For example, in Thailand, we have set up places of worship for Muslims and provide halal food in our cafeterias out of consideration for our employees' diverse backgrounds.

Human Capital Pages 55 to 56

Relief measures

In the event that the group's activities have caused or clearly contributed to a negative impact on human rights, we respond accordingly to provide the appropriate relief. 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 system known throughout the company.

Internal reporting system Page 95

Initiatives related to human rights in the value chain

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

Promoting responsible procurement Page 76

Coexistence with local communities

As one of *The Five Principles* forming our Company credo, our group values dialogue with local communities and strives to build mutually trustworthy relationships, while also actively engaging in community-based social contribution activities. We will continue to deepen our relationships of trust with local communities and aim to grow together as a company through various activities both in Japan and overseas.

Past social contribution activities can be viewed from here.

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

It has been a year and a half since the opening of the *X TECH MUSEUM* located within Tokyo X Tech Garden.

This facility is a hands-on experience showroom with the theme of Technologies that support manufacturing around the world by utilizing the characteristics of MinebeaMitsumi, primarily targeting fifth-grade elementary school students and older. During this period, the total number of visitors reached 16,773, of whom 4,189 were elementary and junior high school students. To date, the museum has been selected as an off-campus learning destination by 53 schools from 25 municipalities. Our products are used in every aspect of daily life, and the exhibits are centered around the ultra-precision machining technology supporting them, as well as the natural principles closely related to our products (such as friction, electricity and electronics, magnetism, and the properties of light and radio waves). The exhibit is designed to help people of all ages understand, through hands-on experience with actual products, how the mechanisms and structures of individual components play vital roles in society, sparking interest, curiosity, and awareness about manufacturing. We will continue to update the facility toward sustainable growth so that it remains an attractive venue for sharing the fascination of components and manufacturing.

Volunteer garden cleanup at Hama-rikyu Gardens

On Saturday, January 25, 2025, we held our second volunteer garden cleanup activity at Hama-rikyu Gardens. As part of our social contribution efforts to the local community, a total of 96 people, including employees of the group and their families, participated. Under the guidance of the staff at the Service Center of Hama-rikyu Gardens, a designated Special Place of Scenic Beauty and Special Historic Site, they worked to gather a large volume of fallen leaves in the garden.

Each of our group's sites is actively engaged in a variety of social contribution activities closely tied to 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

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.

We have defined the enhancement and reinforcement of corporate governance, which serves as a foundation, as one of our material issues (materiality), and we are focusing on the following priority measures: enhancing the effectiveness of the Board of Directors, enhancing internal control systems, and further advancing disclosure content and developing the necessary framework for that purpose.

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.

Changes in corporate governance-related indicators

Organizational bodies		Unit	77th term (Apr. 2022-Mar. 2023)	78th term (Apr. 2023-Mar. 2024)	79th term (Apr. 2024-Mar. 2025)
Board of Directors	Number of Directors	Persons	11	12	12
	Number of Executive Directors	Persons	6	7	7
	Number of Independent Outside Directors	Persons	5	5	4
	Number of female Directors	Persons	3	3	3
	Average age of Directors*	Years	64.8	64.9	65.9
	Number of Board of Directors meetings held	Times	16	12	12
	Attendance rate at Board of Directors meetings	%	100	100	99.3
	Attendance rate of Independent Outside Directors	%	100	100	100
Nomination and Compensation Committee	Number of Nomination and Compensation Committee members	Persons	6	6	6
	Number of outside committee members	Persons	5	5	5
	Average age of Nomination and Compensation Committee members*	Years	66.5	67.5	68.5
	Number of Nomination and Compensation Committee meetings held	Times	6	7	3
	Attendance rate of Nomination and Compensation Committee meetings	%	97.6	95.2	94.4
	Attendance rate of outside committee members	%	100	100	100
Audit & Supervisory Board	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	62.8	64.0	65.0
	Number of Audit & Supervisory Board meetings held	Times	14	15	14
	Attendance rate at Audit & Supervisory Board meetings	%	100	100	100
	Attendance rate of Outside Audit & Supervisory Board Members	%	100	100	100

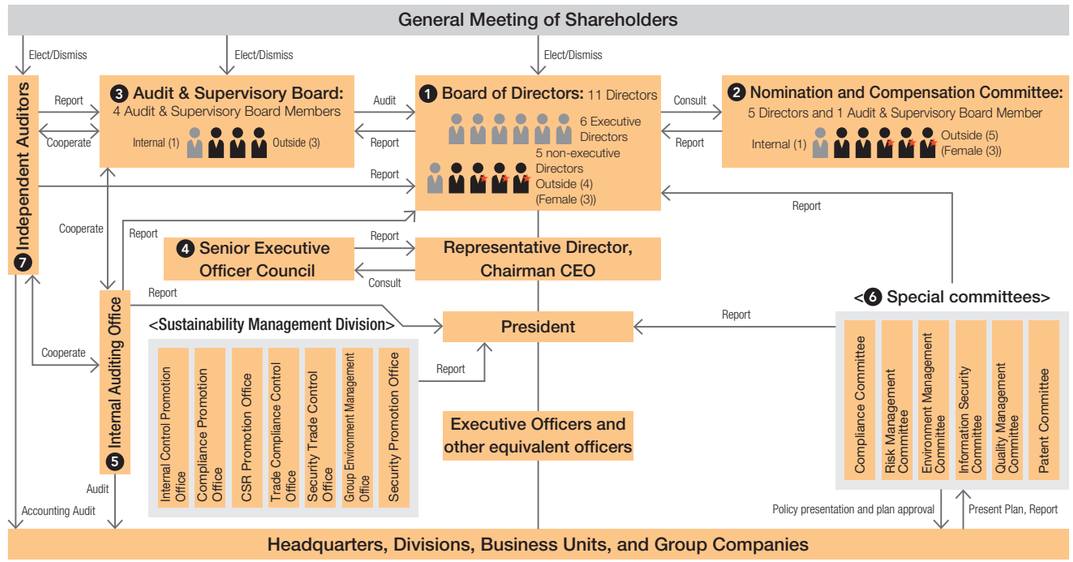
*The values above are for fiscal year-end. Average age is calculated based on actual age at the end of each fiscal year.

Actual compensation for Directors and Audit & Supervisory Board Members		Unit	77th term (Apr. 2022-Mar. 2023)	78th term (Apr. 2023-Mar. 2024)	79th term (Apr. 2024-Mar. 2025)
Directors	Number of persons to be paid	Persons	13	13	12
	Basic compensation	Thousand yen	274,478	340,509	380,466
	Performance-linked bonuses for Directors (provisions)	Thousand yen	567,452	373,412	339,875
	Performance-linked stock compensation (provisions)	Thousand yen	60,000	35,000	42,000
	Total	Thousand yen	901,930	748,921	762,341
Of which, Independent Outside Directors	Number of persons to be paid	Persons	6	5	5
	Total basic compensation	Thousand yen	54,600	59,809	52,007
Audit & Supervisory Board Members	Number of persons to be paid	Persons	4	6	4
	Total basic compensation	Thousand yen	49,845	51,285	53,466
Of which, Outside Audit & Supervisory Board Members	Number of persons to be paid	Persons	3	4	3
	Total basic compensation	Thousand yen	34,215	34,765	36,046
Total amount of compensation		Thousand yen	951,775	800,207	815,807
Results of performance-linked evaluation indicators	Consolidated profit for the year	Billions of yen	77.2	55.2	59.8
	Consolidated net sales growth rate	%	+15.0	+8.5	+8.6
	Ratio of stock price to performance of the Nikkei stock average	%	-0.06	-0.17	-0.17
	Market capitalization at end of period	Billions of yen	1,072.3	1,260.3	928.3
	Consolidated operating margin (8.0%-10.0%)	%	+7.9	+5.2	+6.2

*The number of recipients stated above includes Directors and Audit & Supervisory Board Members who retired at the conclusion of the Ordinary General Meeting of Shareholders.
*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.

Corporate governance system

Diagram of corporate governance structure



(As of June 30, 2025)

Summary of each organization

1 Board of Directors

The 11 Directors (including 4 Independent 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 Independent 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 2024

Status of deliberations by the Board of Directors

In fiscal 2024, the Board of Directors devoted the most time to agenda items related to M&A and capital investment, with the aim of accelerating business expansion to achieve our management targets of 2.5 trillion yen in net sales and 250.0 billion yen in operating income by the fiscal year ending March 2029. In particular, intensive discussions were held on M&A initiatives both within and outside the framework of the Board of Directors.

On the other hand, while certain progress has been made in initiatives to enhance the quality of discussions at Board meetings, we confirmed that further strengthening is needed.

In addition, to enhance corporate value over the medium to long term, we have begun discussions to deepen understanding and align awareness among inside and Outside Directors regarding the role of the Board of Directors. This topic will continue as a priority issue for the next fiscal year.

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.

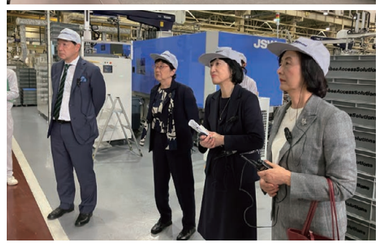
Process to improve effectiveness of the Board of Directors

Survey responses from target → Summarize evaluation results → Summary, analysis, and comment by a third party (law firm) → Discussion at the Board of Directors → Formulate priority initiative policies based on evaluation results → Take action

Questionnaire for effectiveness evaluation

Target	Directors (12) and Audit & Supervisory Board Members (4) in office as of the end of March 2025
Evaluation period	Fiscal 2024 (April 1, 2024-March 31, 2025)
Method	● Named ● Self-evaluation ● 35 total questions (33 multiple-choice questions using a five-point scale and 2 open-ended questions) ● Third-party involvement (attorney)
Sample questions	● 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)

Plant inspection by Independent Outside Directors (November 2024)
Minebea AccessSolutions' Miyazaki Plant



2 Effectiveness evaluation process (fiscal 2024 ➡ fiscal 2025)

Issues for fiscal 2024	Initiative policies for fiscal 2024	Initiative results for fiscal 2024
Developmental direction for the Board of Directors	● 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.	● Discussions have begun to deepen understanding and align awareness among inside and Outside Directors regarding the role of the Board of Directors under the current governance structure.
Enhancing the agenda	● 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. ● For projects such as CAPEX, consider rules to regularly report post-execution status at the Board of Directors.	● A free discussion session was held on the theme of human capital.
Further operational improvement	● Revise criteria for agenda items in the Regulations of the Board of Directors. ● Improve the content of materials for the Board of Directors (making them easier to understand and reducing volume). ● 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.	● Matters implemented in response to discussions on the role of the Board of Directors will continue to be addressed in the next fiscal year and beyond. ● While progress was made in standardizing the format of meeting materials, further improvement is needed in organizing key points and reducing volume. ● Operational efficiency was promoted by adjusting the start time of meetings depending on the number of agenda items and omitting explanations for procedural matters.
Expanding opportunities for Outside Directors to exchange opinions	● 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.	● Intensive discussions were held particularly regarding M&A initiatives.

Evaluation results for fiscal 2024	Issues for fiscal 2025	Initiative policies for fiscal 2025
● The Company's Board of Directors is currently fulfilling its required role as the decision-making body under the present governance structure. ● At the same time, from the standpoint of enhancing effectiveness in improving corporate value over the medium to long term, inside and Outside Directors need to deepen their understanding and align awareness of the Board's role under the current governance structure. Accordingly, we have started trials of holding free discussions outside of Board meetings, with further development expected. ● While progress has been made in specific procedural efforts to enrich Board discussions, further improvement is still needed.	Developmental direction for the Board of Directors	● Build consensus on the role of the Board of Directors in the future. ● Narrow down the items submitted to the Board of Directors.
	Discussions for future value creation	● Select discussion themes from a medium- to long-term perspective.
	Initiatives to enrich discussions	● Improve both the quality and quantity of discussions.
	Deepening communication	● Ensure opportunities for candid and active communication outside of the Board meetings to promote mutual understanding.

Nomination and Compensation Committee

3 meetings held in fiscal 2024

Status of deliberations by the Nomination and Compensation Committee

Regarding the nomination of Directors, based on individual interviews and each candidate's executive performance and responsibilities, we deliberate on their qualifications to serve as Directors and provide recommendations to the Board. Regarding director compensation, we deliberate on the appropriateness of individual compensation amounts based on each Director's capabilities and performance, as well as individual interviews, and provide recommendations to the Board.

We also review and advise on the validity and progress of plans for systematically developing the next generation of management personnel.

Main issues of the Nomination and Compensation Committee

- Candidate for Director
- Director remuneration
- Selection of members and chairperson of the Nomination and Compensation Committee

Officer Compensation System of MinebeaMitsumi

Basic approach

The Company will establish and operate the Officer Compensation System based on the following concepts:

I. **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**
II. **Aiming for a level of compensation that is competitive in attracting talented domestic and overseas personnel and can be attractive to the Company's employees in their pursuit to be part of future management team**
III. **An appropriate framework that ensures transparency, fairness, and rationality in the fulfillment of accountability to shareholders, investors, and other stakeholders**

Stock Ownership Guidelines for Directors

The Company has established "Stock Ownership Guidelines for Directors" (excluding Independent 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.

Framework of the system and compensation ratio guidelines

Composition			Name	
Non-performance-linked*1		Cash*2 (Within 1.5 billion yen per year)	Basic compensation 1	Position-based compensation (fixed position)
				Performance-based compensation (individual performance evaluations)
Performance-linked*1	Short-term		Short-term performance-linked monetary compensation (bonuses) 2	
	Medium- to long-term	Stock*2 (Within 160,000 shares per year)	Medium- to long-term performance-linked compensation	Stock/cash compensation 3
				Stock compensation 4

*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

Cash *Within 1.5 billion yen per year — Stock *Within 160,000 shares

1 Basic compensation | 2 Short-term performance-linked monetary compensation (bonuses) | 3 Medium- to long-term performance-linked compensation (stock/cash) | 4 Medium- to long-term performance-linked compensation (stock)

1 — 2 or more *Aim for a ratio of 1:2 or more between basic remuneration and performance-linked compensation.

1 Basic compensation

Basic compensation is composed of position-based compensation (fixed position) according to the "Directors' Compensation Regulations," and performance-based compensation (individual performance evaluations), revised each fiscal year taking into consideration each Director's track record, performance, and various other factors, and the amount paid is determined by a resolution of the Board of Directors after consulting the Nomination and Compensation Committee.

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

As short-term performance-linked monetary compensation (bonuses) focuses on profit, the final result of each fiscal year, and corporate value expressed in the stock price is included in Director evaluations, consolidated corporate earnings centered on consolidated profit for the year and stock price levels, including the Company's market capitalization, are used as evaluation indicators, with the incentives to improve corporate earnings and increase in corporate value by achieving the management plan. The amount paid is calculated based on the bonus calculation table according to the "Directors' Compensation Regulations," and with adjustments made within a certain ratio based on individual performance evaluations, is determined by a resolution of the Board of Directors after consulting the Nomination and Compensation Committee.

Evaluation indicator	Results for the fiscal year ended March 2025
Consolidated profit for the year	59.8 billion yen
Consolidated net sales growth rate	+8.6%
Ratio of stock price to performance of the Nikkei stock average	-0.17%
Market capitalization at end of period	928.3 billion yen
Consolidated operating margin (8%-10%)	+6.2%

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

Medium- to long-term performance-linked compensation (stock/cash) has been added as a driving force for the realization of 2.5 trillion yen in net sales and 250.0 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 are calculated based on the points calculation table or the Medium- to long-term performance-linked compensation calculation table using the items in the table below as indicators, and the compensation shall be paid in stock or cash according to the level of achievement. 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"*2 shall in principle be paid in stock. Details are stipulated in the "Share Grant Regulations" and "Directors' Compensation Regulations," which are determined by the Board of Directors.

Evaluation indicator	Goals, etc.	Results for the fiscal year ended March 2025
Achievement of EPS growth rate 15% (the latest three-year average)	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%.	-3.2%

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

Performance-linked stock compensation is a number of the Company's shares equivalent to the number of points the Company grants to Directors upon retirement according to the achievement of each evaluation indicator in the table below toward achieving the target for consolidated profit for the year, achieving ROE, a management indicator, and realizing SBT targets*3. The purpose is to further clarify the link between Directors' compensation and the Company's business performance and stock value and to raise awareness among Directors of the need to contribute to improving the Company's performance and enhancing its corporate value over the medium to long term by sharing with shareholders the benefits and risks associated with stock price fluctuations. The number of shares (points) to be paid is calculated based on the points calculation table using the items in the table below as indicators. Details are stipulated in the "Share Grant Regulations," which is determined in the Board of Directors.

Evaluation indicator	Goals, etc.	Results for the fiscal year ended March 2025
Consolidated profit for the year	The most important management indicators as the source for growth investments	59.8 billion yen
Achievement of ROE 15%	The remuneration system is centered on consolidated profit for the year, and this supplements the medium- to long-term perspective.	+8.2%
GHG (scope 1-2) Year-on-year decrease of 5%	A specific numerical target to be set in order to realize SBT targets*3, which is the Company's external commitment.	-7.8%

*1 For non-executive Directors (including Independent Outside Directors), basic compensation (non-performance-linked) is set, and performance-linked compensation is not set, taking into account expected roles, etc. of each Director.
*2 Stock Ownership Guidelines for Directors https://www.minebeamitsumi.com/english/corp/investors/management/governance/
*3 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.

Audit & Supervisory Board

14 meetings held in fiscal 2024

Audit & Supervisory Board and Audit & Supervisory Board Members' activities

The Audit & Supervisory Board, in principle, meets once a month and as needed, and consists of four members (three of whom are outside members) with considerable expertise in finance, accounting, taxation, and law. It deliberates and discusses specific matters.

Audit & Supervisory Board Members attend meetings of the Board of Directors and other important meetings, exchange opinions with the Representative Director, Chairman CEO, Directors, and senior employees. They also coordinate with Independent Outside Directors and Audit & Supervisory Board Members of group companies. In addition to on-site audits and inspections at domestic and overseas sites, they also hold interviews with heads of business units and senior executives of group companies. Members also regularly exchange opinions with the Independent Auditors and hold monthly meetings with the Internal Auditing Office.

Main discussion items

- Determination of audit policy and audit plan
- Consideration of the Board of Directors' proposals
- Report on audit status by Standing Audit & Supervisory Board Member
- Judgment of appropriateness of audits by the Independent Auditor, evaluation, appointment/dismissal, approval of compensation, and consideration of independence regarding non-assurance services
- Status of development and operation of internal control system
- Verification of effectiveness of activities of the Audit & Supervisory Board
- Determination of audit report

Independent Outside Directors' Message

Uncertainty risks, such as geopolitical risks, and countermeasures

Independent Outside Director

Hirofumi Katase

Risks surrounding companies are diverse. Natural disasters, which must be prepared for based on frequency of occurrence, require predicting probability and impact using data and experience. The goal is to minimize business impact through measures such as damage mitigation and securing alternative sites. For operational risks, such as compliance violations and cyberattacks, it is essential to establish systems for prevention and early response through internal controls, clarification of business processes, employee training, and the implementation of audits. For structural risks such as demographic changes and the trend toward decarbonization, since the trends are clear, it is essential to adapt by incorporating them into medium- to long-term corporate strategies. At MinebeaMitsumi, for example, in response to declining birth rates and an aging society, the Company promotes human resource development, labor savings, and automation, while positioning contribution to a decarbonized society as a pillar of its business strategy.

Responding to uncertainty risks

On the other hand, uncertainty risks, such as geopolitical risks, require different responses. Concerns over rare earth supply due to U.S.-China trade friction and new U.S. tariff policies are now "known risks." They should not be viewed as temporary issues. Instead, they should be recognized as signs of heightened geopolitical risks amid the multipolarization of the international community. These include transformations of the international trade system and instability of logistics and supply chains. In addition, risks in areas such as new pandemics and disruptive technological innovations, particularly those driven by AI, are expected to increase. These risks are challenging to predict in terms of specifics and their potential impact. Once they occur, they can have a serious impact on business activities. Countermeasures must therefore be strengthened.

Requests from Outside Directors

The first important factor in this regard is improving sensitivity to information. As a globally operating company, it is essential to quickly gather information from the front lines and to have forward-looking risk awareness at the management level. With respect to U.S. tariff policies, this time, we, the Independent Outside Directors, strongly requested, and the Board of Directors conducted multifaceted verification of business and financial impacts through stress tests and scenario analyses. Responses to uncertainty risks tend to be postponed, as they may not be directly linked to immediate business performance. However, it is necessary to continue assuming a wide range of risk scenarios, conducting ongoing verification, and taking measures in line with the level of impact.

Enhancing comprehensive responsiveness

Above all, the most important factor is strengthening comprehensive responsiveness to unexpected events. For MinebeaMitsumi, comprehensive responsiveness means a global manufacturing base and the technological and organizational strength to support it. It also includes long-term trust relationships with customers through a stable supply of differentiated products essential to society and customers. In addition, it involves a diversified product portfolio based on the *Eight Spears Strategy* and *integration*. For example, during the 2011 floods in Thailand and the COVID-19 pandemic in 2020, the Company was able to ensure employee safety and continue supplying products to customers by mobilizing the full strength of the Company. This was the result of technical, production, and decision-making systems built during normal times functioning in emergencies. Such comprehensive responsiveness manifests itself as differences between companies when the entire industry faces risks and becomes a source of competitive advantage. These already form the core of the Company's strategy and are directly linked to corporate value. They are also indispensable for improving risk responsiveness, so further reinforcement of initiatives is required.

Review of material issues (materiality)

This time, the Company undertook a comprehensive assessment of risks and held company-wide discussions on risk responses and business opportunities, culminating in a review of material issues. This was a very important step. As an Independent Outside Director, I intend to continue playing a part in strengthening governance functions to enhance company-wide responses to uncertainty risks.

Duties of Independent Outside Directors — assessing the soundness of management

Independent Outside Director

Yuko Haga

One of the most important roles imposed on Independent Outside Directors is to ascertain the soundness of decision-making and execution by management, that is, "monitoring." However, rather than "supervision," I believe it is the act of balancing challenge and risk for medium- to long-term value creation.

Perspective on business portfolio — monitoring diversification strategy

MinebeaMitsumi, under its corporate philosophy of "Contribute to realization of a sustainable, eco-friendly, and prosperous society," is promoting strategic diversification. At the core of this is portfolio management through the *Eight Spears Strategy*.

The strategies of deepening core businesses, securing superiority in niche fields, and creating cross-technology and cross-market synergies through *integration* are complex and unique. Their value cannot be fully captured by conventional PPM or ROIC indicators alone.

Therefore, as an Independent Outside Director, it is necessary to monitor not only the profitability and growth potential of individual businesses but also to provide insights into integrated value across businesses and medium- to long-term growth potential. For this reason, we have held discussions outside the Board of Directors to engage in frank exchanges of views with Executive Directors. These have included substantive and strategic dialogues on long-term growth strategies, evaluation of the current portfolio, and future direction. Many issues remain regarding how to effectively disclose the suitability of the current business portfolio to investors. I would like to continue devising improvements in this area.

Furthermore, in decisions regarding M&A, new investments, and withdrawals, the Board of Directors examines the decisions of each business segment from the perspectives of soundness and overall validity. I want to accompany and support MinebeaMitsumi as an Independent Outside Director to ensure that the Company's *culture of challenge* continues to function soundly.

Group governance — balancing *offense and defense*

MinebeaMitsumi has evolved into a corporate group with numerous associates in Japan and overseas, thanks to its proactive M&A strategy. With the increase in associates, maintaining a high level of governance throughout the group is a crucial theme that will significantly impact future corporate value. The first step in governance is to clarify the governance framework at the Head Office and ensure it permeates throughout the group companies. However, that alone is not sufficient. It is necessary to visualize management conditions, risks, and compliance through continuous monitoring, ensure corporate understanding, and provide effective feedback.

The Company's source of competitiveness is the synergies generated through *integration*. The organizational structures and business segments of group companies do not always align with each other. From the perspective of the business portfolio, however, the Board of Directors must analyze and evaluate profitability, growth potential, and efficiency. It must also engage in proactive governance.

On the other hand, thorough internal controls and risk management are also indispensable as a defensive governance measure. Audit & Supervisory Board Members, the Internal Audit Department, and independent Outside Directors exchange information regularly. Through reporting and discussions at the Board of Directors, the Company strengthens its ability to respond to environmental changes and ensure legal compliance. I regard these not as mere constraints but as sound soil that supports corporate challenges.

Above all, what is most important is the values and culture shared throughout the group. *Integration* is not limited to technological integration, but is created through co-creation between people. Therefore, the Company visualizes employee engagement levels through surveys, listens to voices from the front lines, and focuses on fostering a culture that supports and challenges employees. Despite their busy schedules, the Chair and President devote significant time to dialogue with frontline staff through town hall meetings and deepen human resource development. I regard these as the essence of governance.

Supporting challenges — the power of Governance

Enhancement of defensive governance enables proactive governance, leading to the creation of new value through *integration*. As an Independent Outside Director, I intend to continue carefully implementing governance that forms the foundation for ongoing challenges.

Maximizing the power of employees—indispensable for MinebeaMitsumi's sustainable growth

Independent Outside Director

Atsuko Matsumura

In 2018, the year following the *integration* of Minebea Co., Ltd. and MITSUMI ELECTRIC CO., LTD. to form Minebea Mitsumi Inc., I assumed the office of Independent Outside Director. While the Company has achieved significant growth, I have supported the development of employees and the promotion of DEI. I have given lectures at seminars on themes such as "Revitalizing *Integration* Power in Human Resources through Diversity" and "Career Autonomy and Advancement of Women," and have had opportunities to speak with local female managers during inspections of overseas production sites. In these encounters, I have felt the power the employees possess to support the sustainable growth of the group. To further enhance corporate value, a more detailed framework for human capital management strategy is required.

Characteristics of our human capital

The Company has built a diversified business portfolio and practices sustainable management by *integrating* its unique precision machining business, nurtured since its inception, with a variety of businesses acquired through M&A. In this process, by appropriately *integrating* the diverse skills, knowledge, and experience of personnel from companies integrated through M&A, the group has enhanced its human capital, diversifying the workforce. Looking at international diversity by regional employee ratio, Asia excluding Japan accounts for 72.8%, Japan for 13.5%, North and South America for 7.4%, and Europe for 6.3%. Such diversity, unique to a global company, is proving effective in various respects. During inspections of domestic and overseas sites, I have observed initiatives such as quality improvement and productivity enhancement. I have highly evaluated their success, which is based on each site's unique ingenuity and inter-site collaboration.

From the standpoint of diversity in human capital and advancement of women, the proportion of female employees globally across the group is 59.1% and the proportion of female managers is 13.7%. Meanwhile, at MinebeaMitsumi alone, the proportion of female employees is 17.4% and that of female managers is 3.8%, which is a challenge. As countermeasures, we have been promoting initiatives for women's advancement since 2020. This year, we also launched a women's leadership development program. Through such initiatives, I have observed an increase in female employees who are more aware of their work and are seriously considering their career plans. The communication by female managers serving as role models has also been effective. As a result, female managerial candidates are steadily being developed, and I intend to continue contributing to the promotion of women's advancement.

Strong leadership in employee development and engagement enhancement

Under the strong leadership of top management, the group has achieved sustainable growth. Such leadership is also important in human resource development. For example, the "Navigation" messages regularly delivered by the Chairman to all employees clearly indicate the direction the group should take. They convey management conditions and new initiatives in an easy-to-understand manner, motivating employees. Team building activities, launched at the Chair's initiative about eight years ago, have now become part of the corporate culture. These activities, where employees voluntarily form teams to tackle various challenges in their departments, bring out enthusiasm and creativity. In some cases, employees from different sites form teams to address the same issue. I believe this is an effective human resource development method unique to a global group, and it also contributes to enhanced employee engagement.

In response to employee engagement survey results

Employee engagement survey results highlight the Company's key strengths. Employees empathize with the corporate philosophy, support goals and objectives, and understand the significance of their work. On the other hand, the Company is responding promptly to address challenges revealed by the survey results. To better listen to employee voices, the President has held town hall meetings at seven domestic sites. For motivated employees seeking autonomous career development, the Company is reforming the HR systems to establish appropriate frameworks. In addition, it is systematically developing next-generation leaders to support employees in fully exercising their abilities for the future. I also intend to provide effective advice on developing leaders who can accurately grasp the rapidly changing global economy and international situation and make swift decisions with a broad perspective.

Utilizing the evaluation of the effectiveness of the Board of Directors

Independent Outside Director

Yuko Miyazaki

Since the publication of the Corporate Governance Code in 2015, the evaluation of the effectiveness of the Board of Directors has become an established practice at listed companies. At MinebeaMitsumi, we have also been conducting such evaluations since fiscal 2015 through year-end questionnaires. However, merely conducting effectiveness evaluations annually does not improve the functions of the Board of Directors. What is important is how the results of questionnaires are interpreted and applied to enhance the Board's functions.

Characteristics of our Board of Directors

For a company with a very large number of group companies and businesses, the matters requiring resolution by the Board of Directors are extensive. As stipulated by laws and the Company's rules and regulations, they include a vast number of execution matters. As a result, the Board of Directors spends much of its time handling resolutions related to current execution matters, leaving little room for active discussions on other issues. To be clear, as a company known for frequent M&A, both the Company and group companies bring M&A projects to the Board of Directors as execution matters. For such proposals, thorough explanations are customarily provided in advance to Independent Outside Directors, leading to substantive questions and discussions at the Board. Consequently, the Board functions as a forum for substantive discussion at least regarding M&A proposals. That said, M&A proposals are short-term execution matters. Discussions at the Board of Directors on such proposals do not extend to the Company's overall long-term growth strategies.

Shift in awareness in March 2025 questionnaire

I assume there are opportunities for Internal Directors to discuss long-term management issues among themselves. However, since such discussions are not always visible to Independent Outside Directors, over the past year or two, we Independent Outside Directors have suggested having opportunities for all Directors to discuss long-term management issues separately from execution matters. Gradually, such opportunities outside the framework of the Board of Directors have become available. Notably, in the questionnaire for effectiveness evaluation conducted in March 2025, comments emerged from Internal Directors suggesting that discussing long-term issues among all Directors would enhance the effectiveness of the Board. Specifically, in response to the question "What discussions would be effective in enhancing the Board of Directors' discussions and achieving sustainable corporate value improvement?", more than half of the executive Internal Directors pointed to longer-term themes. These included growth strategies, management strategies to maintain long-term competitive advantages, the direction the Company should take based on its growth strategy and other considerations, the basic direction of portfolio transformation, and the future direction MinebeaMitsumi should take. This was not observed in last year's questionnaire, and I view it as a notable shift in awareness.

Toward the next step in effectiveness evaluation

Discussing such themes will undoubtedly raise the effectiveness of the Board of Directors to a higher level. By engaging all Directors in such discussions, Internal Directors and Independent Outside Directors can collaborate on a long-term management direction that enhances corporate value. Independent Outside Directors will also gain a clearer understanding of the relationship between growth strategies and individual execution matters. This will allow us to more effectively fulfill our monitoring function when making resolutions at the Board. That is how the results of effectiveness evaluations can be applied. Board effectiveness cannot be transformed overnight. However, by steadily addressing the issues identified through effectiveness evaluations, even step by step, we are confident that the effectiveness of the Board of Directors will improve.

List of officers (As of June 30, 2025)

Directors

Representative Director, Chairman CEO

Yoshihisa Kainuma

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

Attendance at Nomination and Compensation Committee Meetings: 67% (2/3)

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)

Representative Director, Vice Chairman

Shigeru Moribe

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

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)

Director, President COO & CFO

Katsuhiko Yoshida

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

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.
2020 Jun. Director, Chief of Tokyo Head Office (Present), Officer in charge of Sustainability Management Division of the Company, Director, U-Shin Ltd., 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.
2023 Apr. Director, President COO & CFO of the Company (Present)
2024 May Director, Minebea Power Semiconductor Device Inc.

Director, Vice President Executive Officer

Ryozo Iwaya

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

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)
2025 May Officer in charge of Special Assignment of the Company (Present)

Director, Senior Managing Executive Officer

Satoshi Mizuma

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

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 Business Headquarters) (Present)
2022 Jun. Senior Managing Executive Officer (Present)
2023 Jun. Director (Present)

Director, Managing Executive Officer

Katsutoshi Suzuki

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

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), Deputy Head of Motor Division
2023 Jun. Director, Managing Executive Officer (Present)

Director (Non-executive)

Takashi Matsuoka

Attendance at the Board of Directors Meetings: 92% (11/12)

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. Independent 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)

Independent Outside Directors

Independent Outside Director

Yuko Miyazaki

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

Attendance at Nomination and Compensation Committee Meetings: 100% (3/3)

1979 Apr. Registered as attorney-at-law, member of Dai-Ichi Tokyo Bar Association
Joined Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu)
1984 Aug. Legal Counsel, Legal Department, The World Bank
1988 Jan. Partner, Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu)
2012 Jun. Independent 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. Independent Outside Director of the Company (Present)
Chairperson of the Nomination and Compensation Committee (Present)
2024 Jul. Chairman, Non-life Insurance Policy-holders Protection Corporation of Japan (Present)
2025 Jun. Outside Audit & Supervisory Board Member, Kikkoman Corporation (Present)

Independent Outside Director

Yuko Haga

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

Attendance at Nomination and Compensation Committee Meetings: 100% (3/3)

1989 Apr. Senior Consultant, Tokyo Office, Price Waterhouse Consultants
1991 Apr. Representative, Haga Management Consulting Office (Present)
2008 Apr. Executive Officer, Sompo Japan Healthcare Services Inc. (currently Sompo Health Support Inc.)
2010 Feb. Director, Social Welfare Corporation Fujikenikukai (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. Independent Outside Director of the Board, Kyowa Hakko Kirin Co., Ltd. (currently Kyowa Kirin Co., Ltd.)
Independent Outside Director
2020 Apr. Professor, Graduate School of Management, NUCB Business School (Present)
2020 Jun. Independent Outside Director of the Company (Present)
Member of the Nomination and Compensation Committee of the Company (Present)
2024 Jun. Independent Outside Director of the Board, AIR WATER INC. (Present)

Independent Outside Director

Atsuko Matsumura

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

Attendance at Nomination and Compensation Committee Meetings: 100% (3/3)

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
2014 Apr. Visiting Professor, Faculty of Economics, Keio University
2015 Apr. Part-time Lecturer, Department of Politics, Faculty of Law, Keio University
2016 Jun. Independent Outside Director, RENESAS EASTON Co., Ltd. (currently Glosel Co., Ltd.)
2018 Jun. Independent 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

Independent Outside Director

Hirofumi Katase

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

Attendance at Nomination and Compensation Committee Meetings: 100% (3/3)

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, Councillor, 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)
President and Chief Executive Officer, I-Pulse Japan Inc. (Present)
2021 Jun. Independent Outside Director of the Company (Present)
2022 Jun. Member of the Nomination and Compensation Committee of the Company (Present)

Audit & Supervisory Board Members

Standing Audit & Supervisory Board Member

Masahiro Tsukagoshi

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

Attendance at the Audit & Supervisory Board Meetings: 100% (14/14)

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)

Outside Audit & Supervisory Board Member

Shinichiro Shibasaki

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

Attendance at the Audit & Supervisory Board Meetings: 100% (14/14)

Attendance at Nomination and Compensation Committee Meetings: 100% (3/3)

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)

Independent Outside Audit & Supervisory Board Members

Standing Outside Audit & Supervisory Board Member

Hiroshi Yamamoto

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

Attendance at the Audit & Supervisory Board Meetings: 100% (14/14)

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)

Outside Audit & Supervisory Board Member

Makoto Hoshino

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

Attendance at the Audit & Supervisory Board Meetings: 100% (14/14)

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 Coordination 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)

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 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 Human resources development	Legal affairs	Finance and Accounting Tax affairs
Directors	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	○		○		○		○		○	○				
	Satoshi Mizuma	Director, Senior Managing Executive Officer	○		○		○		○	○	○					
	Katsutoshi Suzuki	Director, Managing Executive Officer	○		○		○		○	○	○					
	Takashi Matsuoka	Director (Non-executive)	○				○						○			
	Yuko Miyazaki	Independent Outside Director ◆	○	◎					○						○	○
	Atsuko Matsumura	Independent Outside Director ◆	○	○					○				○	○		
	Yuko Haga	Independent Outside Director ◆	○	○			○	○	○					○		
	Hirofumi Katase	Independent Outside Director ◆	○	○			○		○				○			
Audit & Supervisory Board Members	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 Independent Outside Director

On July 11, 2025, a small online meeting was held to discuss themes such as the Company's governance, management strategies, and corporate culture.

Date and Time

Friday, July 11, 2025, 1:00 p.m. to 2:00 p.m.

Participating Institutional Investors

7 participants from 7 companies

Company Attendees

Katsuhiko Yoshida, Director, President COO & CFO
Yuko Miyazaki, Independent Outside Director
Atsuko Matsumura, Independent Outside Director
Yuko Haga, Independent Outside Director
Hirofumi Katase, Independent Outside Director

ZOOM and venue scenes from the meeting

[Comments by investors following dialog]

- Although the format was based on pre-submitted questions, it was very valuable to hear the direct voices and in-depth comments from each Independent Outside Director. Their perspectives on activities and challenges were highly informative from an investor's standpoint.
- It was impressive that the Independent Outside Directors spoke frankly about strengths and challenges, including comparisons with other companies. I gained confidence in the governance system, which does not appear self-serving.
- From the Independent Outside Directors' perspectives, the depth of boardroom discussions and their views on capital efficiency indicators such as ROE and ROIC were shared, deepening my understanding.
- The explanations in response to pre-submitted questions were thorough and well-prepared, and I felt the Company's strong commitment to enhancing corporate value.
- At IR events, Independent Outside Directors' views are usually affirmative, and this time was no exception, except for Ms. Miyazaki. I felt it would be preferable if the discussions encouraged more candid opinions and problem-raising.

[Comments by Independent Outside Directors following dialog]

- I answered the pre-submitted questions candidly. Although it was not an interactive dialogue format, it was meaningful to learn from the comments afterwards how the words of Independent Outside Directors are received by market participants.

Independent Outside Director **Yuko Miyazaki**

- I am grateful for this valuable opportunity provided by investors to explain our efforts to address challenges and the role of Independent Outside Directors therein. As an Independent Outside Director, I will continue to carry out my duties with enthusiasm to meet the expectations of investors.

Independent Outside Director **Atsuko Matsumura**

- I believe we were able to convey certain key messages. It would have been even better if we could have had a discussion based on further questions from investors in response to our answers.

Independent Outside Director **Yuko Haga**

- It was a good opportunity to directly hear the wide range of interests of institutional investors and to deepen our understanding. We would like to apply these insights to further strengthen governance in the future.

Independent Outside Director **Hirofumi Katase**

For details, please refer to our website.

Risk management

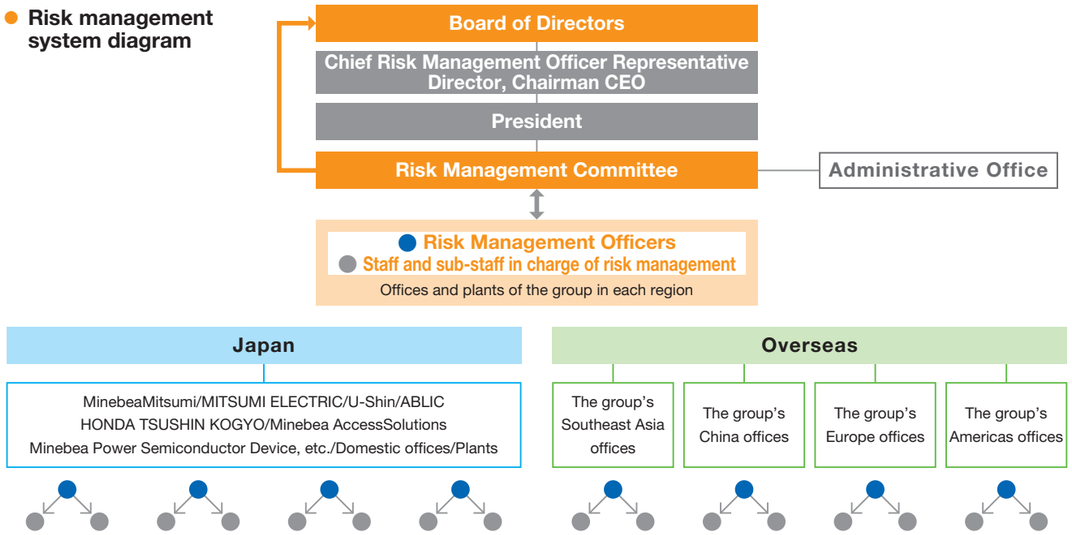
Basic approach

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

Identification and evaluation of risks
Each responsible department will identify risks, evaluate the type of risk, anticipated scenarios, frequency of occurrence and extent of damage, and report to the Risk Management Committee.

Identification of risks and determination of a response policy
The Risk Management Committee analyzes risk identification and assessment reports submitted by each responsible department, clarifies risks for the group, and determines response policies.

Prevention and preparation to respond to the occurrence of risks
- The Risk Management Manager analyzes the assumed damage and impact on business in the case of a defined risk materializing, and prepares response guidelines in advance.
- The Risk Management Manager collects information on the risks, and gains insight into signs of the occurrence of risk.

Responding to emergency situations
In the event of an emergency situation or risk of an emergency occurring, the Risk Management Officer and the staff and sub-staff in charge of risk management shall immediately report this to the President and the Risk Management Committee, and the group shall endeavor to prevent the situation from escalating and bring it to a swift resolution through prompt and appropriate initial response.

Risk audits, etc.
- The general managers of each department shall conduct self-inspections for risk management.
- The Risk Management Committee conducts audits in cooperation with the Internal Auditing Office as necessary.

Announcement of major risks
Major risks and the status of initiatives are communicated each year via business reports, securities reports, and other IR materials.

Risk management example 1 BCP and disaster risk mitigation initiatives

As our business expands, the number of bases within the group continues to grow worldwide. Consequently, the risk of encountering unforeseen events, such as natural disasters and geopolitical issues in various regions, is increasing year by year. 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 various disaster prevention and mitigation activities at our major sites both in Japan and overseas.

First, regarding 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, Ayutthaya Plant, Rojana Plant, Navanakorn Plant, and Ban Wa Plant in an effort to further enhance reliability and establish a competitive advantage. Additionally, for sites and offices newly added to the group through M&A, we verify their BCP status and share expertise, good practices, and best practices to raise the overall level of BCP across the entire group.

BCMS ISO certification activities

Photographed in Thailand at the time of initial ISO certification

Regarding disaster prevention and mitigation, we have introduced a base risk management system to facilitate early response and prevention of damage. This system enables us to globally monitor weather conditions and socio-political situations in areas where our bases are located, allowing for prompt status checks and support to each site as needed.

Base risk management system screen

©Mapbox ©OpenStreetMap

At each site, identifying risks that could impact business activities and implementing countermeasures are treated as key issues, and continuous improvement is pursued on a daily basis. Specifically, we are working to maintain and strengthen stable production systems through various means and measures, including the planned implementation of disaster countermeasures based on analysis of surrounding environments and weather, repair and improvement work based on risk surveys by external experts, and regular training by teams responsible for disaster prevention and mitigation.

Example of a disaster prevention and mitigation structure for greater resilience (Thailand)


Flood barrier installation training at plants


In-house fire trucks/fire brigades at plants

Furthermore, in addition to the increase in the number of sites due to M&A, factors such as aging buildings and equipment and shared use of facilities by multiple businesses are expected to increase and complicate fire risks. As such, we have begun establishing and operating a unified fire prevention management system, particularly focused on large-scale plants overseas. By incorporating external expert knowledge, we will strengthen and maintain company-wide fire prevention activities, aiming to prevent disasters before they occur, achieve continuous improvement, and enhance resilience.

Risk management example 2 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. In addition to legally mandated export control education, we have established an internal certification system called the "Security Trade Control Master Certification System" to further strengthen our security trade control system.

Moreover, to centrally manage risks related to economic security for the entire group, we have established the "Group Company Policy on Economic Security (Export Control)" and the "Economic Security Risk Management Manual (Export Control)." In accordance with this policy, we obtain written documents confirming the product applications from each 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.

Compliance

Basic approach

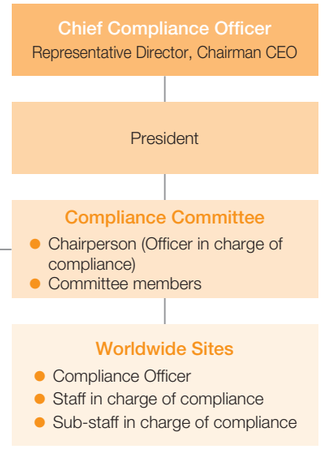
To continue to act appropriately as a corporate citizen, the group has established the *MinebeaMitsumi Group Code of Conduct* and *MinebeaMitsumi Group Officer and Employee Compliance Guidelines*, and on the basis of these policies, we strive to achieve fair, appropriate, and highly transparent management.

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, implemented various measures to promote compliance during the fiscal year ended March 2025. These included training programs by organizational level and compliance training for employees of all group companies in Japan, as well as the publication of a quarterly *Compliance Newsletter* on the internal portal. Additionally, we appoint a compliance officer at each of the group's bases, including those overseas, to strengthen management of the group overall.

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 2025, we received 45 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	Others
FY3/2025	25	7	0	0	0	0	2	11
FY3/2024	32	6	2	1	1	1	0	14

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 partners to prohibit bribery.

Furthermore, the General Affairs Division conducts regular monitoring of these initiatives, and the Internal Auditing Office carries out periodic audits, including from the perspective of anti-corruption. In fiscal 2024, one minor case was identified at a group subsidiary, and the necessary disciplinary action was taken. However, there were no fines, surcharges, or settlement payments related to corruption.

We will continue working to enhance training content, revise internal regulations, and devote efforts to preventing corruption.

The group does not make political donations.

Information security

Our approach to information security

In recent years, reports of damage caused by cyberattacks in the manufacturing industry have markedly increased, and the importance of information security has risen to unprecedented levels. **We have designated enhancing response capabilities to information security risks as one of the material issues (materiality) for fortifying our management framework, and we are working to reinforce countermeasures against network device vulnerabilities which can be exploited as entry points for cyberattacks and to shorten detection time in the event of an attack.**

Materiality Pages 27 to 30

Information security enhancement measures promoted by the Company

To date, we have established a system monitoring PCs and servers used internally 24 hours a day, 365 days a year, and continuously detects unusual behavior. In addition, to enhance our **cyber resilience**—our ability to quickly recover and continue operations even in the event of damage caused by an attack—we are implementing multilayered measures.

Below are the information security enhancement measures we are implementing to counter cyberattacks.

① Prevention of attacks

- We continuously collect and analyze threat intelligence regarding the latest trends in cyberattacks and their countermeasures, in order to prepare not only for known risks but also for those not yet recognized.
- Based on collected threat intelligence, we continuously update our security measures to establish a preventive framework against attacks.

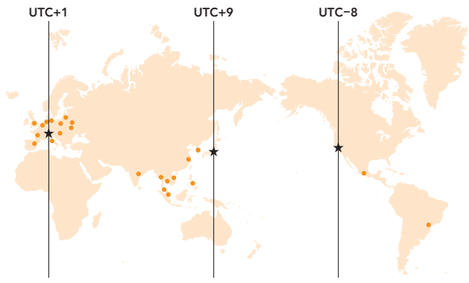
② Detection and response measures to attacks

- Across all 129 production and research & development sites in 23 countries where the group operates, we have established a 24/7 security monitoring and response system. Monitoring system details are as follows:
  - All PCs used by employees, file servers shared internally, business servers, and network control devices are constantly monitored for abnormal activity.
  - If abnormal activity is detected, the device is immediately isolated from the network to eliminate threats. Reports are made to administrators and internal expert teams.
  - Internal expert teams analyze based on logs of reported content and device behavior. If determined to be a cyberattack or unauthorized access, they investigate the scope and impact, work to prevent further damage, identify causes, and carry out restoration.
- Regular incident response drills are conducted to strengthen proficiency in monitoring and response processes. They also help improve coordination among relevant parties.

Global security monitoring and crisis response system

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

24-hour monitoring at three sites in Japan, the U.S. West Coast, and Switzerland



③ Employee awareness of security

- We recognize that in addition to prevention and detection/response, each employee's awareness plays a vital role in information security. We regularly provide all employees with information security training and phishing email drills to raise awareness and equip them with proper response skills.

Strengthening self-management capabilities via security dashboard

To enable employees of the group to confirm the safety of their working environments, we have developed and released an internal security dashboard which visualizes our information security status. By using the security dashboard, each site can keep track of the progress of their information security measures and related safety information in real time.

Handling of personal information

We have established internal rules for handling personal information, and we operate in a manner that ensures appropriate use within the scope of specified purposes. However, it was discovered that during the spring of 2025, there was unauthorized external access to our network, and we publicly disclosed the possibility that some personal information may have been leaked. We reported to the relevant authorities and provided apologies and explanations of the situation to individuals and corporations potentially affected.

We take this matter seriously and are reinforcing our recurrence prevention measures through continued cooperation with specialized security institutions. We will also continue to manage personal information appropriately and strictly in accordance with applicable laws and regulations.

As cyberattack threats continue to intensify daily, there is no final goal when it comes to information security measures. We will continue to monitor the latest threat trends and conduct regular assessments of our security status to ensure continuous improvement. MinebeaMitsumi will continue to work company-wide to ensure security so that we can earn the trust of our partners and customers. We will protect our customers' businesses from cyber threats and work together to achieve sustainable growth.