



Materiality Summary (FY3/2022 to FY3/2025)

Priority Topic		Related SDGs	Materiality	Medium-term Targets	Short-term Targets	FY3/2025 Achievement	Results	Short-term Targets	FY3/2024 Achievement	Results	Short-term Targets	FY3/2023 Achievement	Results	Short-term Targets	FY3/2022 Achievement	Results	
Contributing to solutions to environmental issues	"Contributing to solutions to environmental issues" refers to "reduction of global greenhouse gas emissions through environmentally friendly products" leveraging INTEGRATION and the ultra-precision machining technology that is our biggest strength. We are working on this as a company, "minimizing the environmental impact of business activities."	    	Reduction of global CO ₂ emissions through environmentally friendly products	Volume of avoided CO ₂ emissions by products: Approx. 4.0 million tons (by the FY3/2031) Percentage of net sales of Green Products: 90% or more (by the FY3/2029)	Promote avoided CO ₂ emissions by products, aiming for approximately 4.0 million tons by the FY3/2031 Percentage of net sales of Green Products: 90% or more	○ ×	Contribution to CO ₂ emission reduction through products: 4.69 million tons Green Products sales ratio was 89.5% of total sales	Maintain the volume of avoided CO ₂ emissions from products to 2.67 million tons Maintain the net sales attributable to Green Products to 90% or more	×	Contribution to CO ₂ emission reduction through products: 2.69 million tons Green Products sales ratio was 90.0% of total sales	Maintain the volume of avoided CO ₂ emissions from products to 2.3 million tons Maintain the net sales attributable to Green Products to 90% or more	○ ×	Contribution to CO ₂ emission reduction through products: 2.67 million tons Green Products sales ratio 89.6% of total sales	Contribute to reducing CO ₂ emissions from products toward 2.3 million tons in the FY3/2031 To achieve 90% in the FY3/2029, improve the ratio of green products sales	○ ○	Contribution to CO ₂ emission reduction through products: 2.49 million tons Green Products sales ratio 91.1% of total sales	
			Minimizing the environmental impact of business activities	10% reduction of our own greenhouse gas emissions per unit sales compared to the FY3/2020 (by the FY3/2026) 42% reduction of total greenhouse gas emissions compared to the FY3/2023 (by FY3/2031) Integrate climate-related risks into the company-wide risk management system	Promote our own greenhouse gas emissions with the aim of 10% reduction of our own greenhouse gas emissions per unit sales compared to the FY3/2020 (by the FY3/2026) Promote the reduction of our own greenhouse gas emissions with the aim of reducing the total amount by 42% in the FY3/2031 compared to the FY3/2023 Create a migration plan	○ ○ ○	Reduced our own greenhouse gas emissions by 37.8% per unit of sales using the FY3/2020 as the base year Reduced the total GHG emission in Scope 1 and 2 by 19.2% compared to the benchmark year, FY3/2023* *Approx. 120 thousand t-CO ₂ of GHG emission resulting from business integrations that took place between FY3/2023 to FY3/2025 was added to the result of the benchmark year Continued information disclosure	Promote our own greenhouse gas emissions with the aim of 10% reduction of our own greenhouse gas emissions per unit sales compared to the FY3/2020 (by the FY3/2026) Promote the reduction of our own greenhouse gas emissions with the aim of reducing the total amount by 30% in the FY3/2031 compared to the FY3/2023 Enhance scenario analysis and quantitatively disclose information	○ ○ ○	* Reduced our own greenhouse gas emissions by 25.9% per unit of sales using the FY3/2020 as the base year * Promoted the procurement of renewable energy through the introduction of solar power generation equipment in Thailand, Cambodia, the Philippines, etc., and power procurement contracts in the Philippines * In 2023, for a preparation for obtaining SBT certification, we will review our greenhouse gas emission reduction targets and change the total emissions target for the FY3/2031 to a 42% reduction compared to the FY3/2023 * Promoted the procurement of renewable energy through the introduction of solar power generation equipment in Thailand, Cambodia, the Philippines, etc., and power procurement contracts in the Philippines Prepare for the disclosure of quantitative information based on TCFD's recommendations for the disclosure of climate related-information	○ ○ ○	Reduced our own greenhouse gas emissions, aiming 10% reduction compared to the FY3/2020 on a per-unit basis for sales in the FY3/2026 Scope 1 and 2 greenhouse gas emissions in the FY3/2023: 880,000 tons-CO ₂ (down 4% year-on-year) Disclosure of governance and risk management, strategy, metrics and goals, as well as scenario analysis	Reduce our own greenhouse gas emissions, aiming 10% reduction compared to the FY3/2020 on a per-unit basis for sales in the FY3/2026 Reduce our own greenhouse gas emissions: aiming 30% reduction by the FY3/2031, compared to the FY3/2021 Disclose and disseminate information in accordance with the TCFD's recommendations	○ ×	Increase our own greenhouse gas emissions by 0.2% per unit of production in the FY3/2020 as the base year Our own greenhouse gas emissions increased by 9.3% with the FY3/2021 as the base year Disclose governance, risk management, strategies, metrics and goals		
			Strengthening the mass and stable supply system for ultra-precision components	Development of mass production system for ultra-high-performance bearings and other products through substantial improvement in precision	Aim to increase orders by proposing bearings (super bearings) with significantly improved accuracy compared to conventional products for a wide range of applications, and provide value such as improved environmental performance and functionality	△	Continuously proposing application-specific optimized bearings	Started sales of Super Bearings, which began mass production, aiming for profitability	△	Developed mass production system for bearings with significantly improved precision compared to conventional one (super bearings)	Prove the effectiveness of precision bearings that are three times more accurate than conventional bearings and complete the product evaluation	○	Establishment of processing technology with triple accuracy, commercialization as super bearing, and mass production started	Build mass production system for ultra-high-performance ball bearings by significantly improving precision accuracy	△	The company has established a processing technology that triples the precision of the product and is on track to commercialize it	
				Strengthen product safety management system to be capable of supporting products in new fields increased by business expansion	Expanding a wide range of education from operators to managers and standardization of technology evaluation process and deployment to all business units	○	Finished the planning process of a four-tiered grade-specific training system. The rollout is set to begin at any time. As for the technical assessment system, the Quality Assurance HQ has started to incorporate the system into our key business units	Strengthen audits and monitoring to enhance design reviews Plans to establish a permanent learning center for quality managers to learn about practical quality	○ △	3 business units and 7 factories are continuing activities to obtain new standards. Continue implementation in 2024 A common technology evaluation process was created and completed preparations for standardization Introduced to one factory as a trial. Developed to level-based training	Enhance the education of quality trainers and persons responsible for product safety management	○	* Implementing textbook education for Executive Candidates * Implement ISO9001, IATF 16949 standards to quality managers * Conducted internal auditor training for ISO9001 * Conducted regular education for members of the Safety Regulation Council	Creating systems to improve employee skills	○	* Deployed new employee training and entry-level training materials into e-learning and deployed company-wide * Revised product safety management regulations and provided risk assessment support to improve the bottom line of personnel in charge in order to respond to product expansion	
				* Unified bar code labels to be deployed throughout the MinebeaMitsumi Group * Increase loading efficiency * Sufficient trade as a global company and strengthen compliance	Improving the loading efficiency of marine containers Expanding employee training to overseas locations such as Europe, the Americas, and Greater China to strengthen trade compliance	△ ○	Despite the shortfall in the department target, the activity is ongoing mainly at factories with high shipment amount, such as ones in Thai, Cambodia, and China Conducted training sessions on trade compliance at our group's sites located in Europe, north/south America, and China, with a total of 713 employees participating	Improving the loading efficiency of marine containers Plans to expand employee training to overseas locations to strengthen trade compliance	○ ○	Increased loading efficiency Results as of FY3/2024: Group average 62% Significant improvement compared to 55% in the previous FY3/2023 Carried out education at each overseas base in Asia (Southeast Asian countries, South Korea, India)	Expand the use of unified barcode labels with MITSUMI products (coil products, etc.)	○	Unified bar code labels deployed throughout the MITSUMI products (connector products)	Expand the use of unified bar code labels with MITSUMI products	○	Unified barcode operation was expanded to include compatible models with in-vehicle antennas The Precision Components Division (connector products) is also preparing to introduce the system	
Creating the high quality precision products that support society	"To create the high quality ultra-precision products that support society," thereby contributing to the environment, we work to "strengthen the mass and stable supply system for ultra-precision components" and "practice responsible procurement" while also promoting "coexistence with local communities" at manufacturing and other business sites by job creation and collaboration with local residents.	    		Strengthening the mass and stable supply system for ultra-precision components	Continuing from FY3/2023, risk survey to be conducted at 6 to 7 domestic bases [Schedule] * 3 to 4 locations (1H) * 3 to 4 locations (2H) * Reduce the risk of disasters by sharing best practices for natural disasters, fires, etc., and strengthen countermeasures at our global production bases * Strengthen our group governance	○ ○	Conducted risk surveys at nine of our domestic sites and shared best practices among them in collaboration with external assistance As planned, discussed the implementation methods suitable for our company at the Risk Management Committee and made proposals to the Board of Directors	Continuing from FY3/2023, risk survey to be conducted at 6 domestic bases [Schedule] * 3 locations (1H) * 3 locations (2H) Based on investor requests and the Governance Code, etc., we will consider the implementation of risk assessments by the entire Group, discuss the implementation method at the Risk Management Committee during the current fiscal year, and make proposals to management	○ ○	Conducted at 4 locations in the 1H and 3 locations in the 2H (Aizumi, Miyazaki, Hirose, Noshiro, Akita, Fujisawa, Tama) Proposed the risk assessment implementation method to the Risk Management Committee and management and also conducted a trial	○ ○	Conduct risk surveys at domestic sites and quantify the disaster risk at all sites Respond to climate change-related floods and other water-related risks Develop disaster prevention manuals and BCPs for sites at high risk of river flooding	Enhance training to minimize damage in the event of fire The "Emergency Response Headquarters Manual" for the Tokyo Headquarters for earthquakes, etc., directly under the Tokyo metropolitan area was formulated The manual stipulates the establishment, operation, and organizational structure of the Emergency Headquarters, with the aim of preventing the spread of damage and bringing it under control as soon as possible	○ ○	Conducted fire drills and safety confirmation drills at each location in conjunction with "Spring and Fall Fire Prevention Weeks" The "Emergency Response Headquarters Manual" for the Tokyo Headquarters for earthquakes, etc., directly under the Tokyo metropolitan area was formulated The manual stipulates the establishment, operation, and organizational structure of the Emergency Headquarters, with the aim of preventing the spread of damage and bringing it under control as soon as possible		
			* Strengthen the global compliance system to support the expansion and development of global business * Strengthen collaboration through holding regular meetings such as a global compliance officer meeting		Implementation of a job-rank based compliance training Strengthening the system for collecting compliance information globally	○ ○	Compliance training was also conducted during new graduate employee training, mid-career new employee training, leader development training, new assistant manager training, and new manager training (total of 1,155 participants, 100% participation rate) Conducted video-based trainings for all employees, including those at our group companies (for 12,897 employees in total/attendance rate: 85.16%)	Implementation of a job-rank based compliance training Implementation of compliance training for board of directors	○ ○	Compliance training was also conducted during new graduate employee training, mid-career new employee training, leader development training, new assistant manager training, and new manager training (total of 1,010 participants, 100% participation rate) Conducted including group company executives (122 participants, 100% participation rate)	Strengthening the system for collecting compliance information globally Implement rank-based compliance training	○ ○	Appointed regular compliance officers at newly joined the Group of Honda Tsuchin Kogyo, Minebea Connect, and Minebea Access Solutions Compliance training was provided when new graduate new employee training, mid-career entry training, leader development training, new assistant manager training, and new section manager training were conducted (total of 775 employees, participation rate: 100%)	Establish a global internal whistleblowing contact point Implementation of a job-rank based compliance training: 100% enrollment	×	Reexamine the compliance with the personal information protection laws of each country, etc., as it requires close scrutiny Compliance training was conducted as part of rank-based training. (23 sessions, 795 participants, 100% participation rate)	
			Practicing responsible procurement		Enhancement of CSR procurement guidelines considering environmental and human rights issues (introduction of RBA standards in guidelines and implementation of self-audits based on them)	Confirm the current status of CSR promotion with the "CSR Procurement Promotion Self-Check Sheet" for partners of our group company	○	Checking our partner's CSR promotion status by using the "CSR Procurement Promotion Self-Check Sheet"	Confirm the current status of CSR promotion with the "CSR Procurement Promotion Self-Check Sheet" for partners of our group company	○	Confirmed the status of 567 companies in 11 locations, mainly related to the merged companies Check the status of CSR promotion with the "CSR Procurement Promotion Self-Check Sheet" for partners in U-Shin China	Check the status of CSR promotion with the "CSR Procurement Promotion Self-Check Sheet" for partners in U-Shin China	○	* U-Shin's partners in China were asked to check their CSR promotion status using the "CSR Procurement Self-assessment Checklist". 100% collection from 118 targeted partners (covering more than 87% of the purchase price) Average score was 492/500 points * Requested improvements from 17 companies that did not have CSR policies and confirmed them until completion * Improvement of CSR Procurement Promotion Self-Check Sheet. Using an improved check sheet, we checked the status of U-Shin China's business partners * Identified issues such as deficiencies in current guidelines * Obtained human rights and labor pledges from 584 partners of the three merged companies	Confirm the current state of CSR procurement at U-Shin and disseminate it to our business partners based on the "CSR Procurement Guidelines". For Japanese business partners, check the status of CSR progression using the "CSR Procurement Self-assessment Checklist"	○	* U-Shin's partners in Japan were asked to check their CSR promotion status using the "CSR Procurement Self-assessment Checklist". 100% collection from 75 targeted partners (covering more than 85% of purchase amounts) * Obtained written pledges from 4,617 partners with whom we have continuous business relationships throughout the Group, stating their commitments regarding human rights and labor, and confirmed that they are complying with our policy of "responsible procurement"
					Targets are set for SBT certification. Continue to conduct a questionnaire for partners every year	Accredited with the SBT certification, but continues the annual questionnaire to our partners in collaboration with the Group Environmental Management Office	○	Planned to conduct a questionnaire on greenhouse gas emissions for partners in preparation for SBT certification	Survey conducted for 249 companies	○	Investigate the RBA standard implementation status of other companies and identify issues to promote and adopt the RBA standard to the guideline	As the pandemic did not subside, dialogue with the community was postponed	×	As soon as the situation of infectious disease settles, resume the promotion of dialogue with local governments in Japan and overseas	The infectious disease is not under control, and the impact of the outbreak is forcing the company to suspend dialogue with the community	×	
			Coexistence with local communities			Continuing communication with local communities	Promote activities in each region and fully fulfill our role as a member of the local community	○	Contributed to and engage with local communities by participating in locally organized initiatives, making donations, providing outreach classes to schools, and taking part in activities such as community cleanups and tree planting at each of our sites	Resume communication with the local communities of domestic and international bases as soon as the relaxation of infectious diseases situation	○	Actively increased our participation in line with the resumption of activities in local communities in each country	Resume communication with the local communities of domestic and international bases as soon as the relaxation of infectious diseases situation	Expand communication methods and make communication more effective in New Normal	○	In line with the new normal, we continued to use online meeting tools and resumed real communication to expand flexible information dissemination	Study and implement safe and efficient communication methods adopting to the new normal of With Covid and After Covid
By promoting information disclosure and two-way communications, we aim to further gain understanding and trust from stakeholders and increase our corporate value in the medium to long term	To further enhance communication with each stakeholder, we will utilize both real and online channels depending on the purpose, including not only financial results briefings, but also IR Day and domestic factory tours	○		Realized high-level communication with our stakeholders through quarterly financial results briefing, fact-finding visit to our overseas factories, individual business briefings, small meetings with our outside directors, etc.		To further enhance communication with each stakeholder, we will utilize both real and online channels depending on the purpose	Held interim financial results briefings on site. Other briefing sessions were held online. Overseas factory tours were also held as usual	○	Design showrooms, etc., facilities in MinebeaMitsumi Tokyo X Tech Garden in preparation for facilitating effective communication with a community and committing to its development	Decided on a design company and started designing a new showroom	○	Open a showroom that can accept a wide range of visitors from the local community at the Karuizawa Plant Technology Center, as this is a year the company celebrates its 70th anniversary	The Karuizawa Plant Technology Center will be completed in May 2022 * The headquarters showroom will be opened to the local community and customers in the future	○			
			Promote of communication with local communities using DX (Digital Transformation)	Carry out active public relations activities regarding the museum, disseminate information to all relevant parties, and actively accept social studies tours mainly from elementary school students. During the summer vacation period, we will hold workshops. Provide visitors with a deeper understanding of the parts exist in the world and our company	The number of elementary school visitors increased from 300 in the FY3/2024 to 3,601 in the FY3/2025, a twelvefold increase. In the latter half of FY3/2025, we successfully informed principals of major elementary schools in Minato Ward, contributing to further increases in the next fiscal year	○	Completed design and construction of the new showroom (X TECH MUSEUM) and put it into use	The X TECH MUSEUM began its operation from September 27, 2023 * The facility started accepting social studies tours mainly from elementary schools. We produced booklets for elementary school students and teachers, and distributed them to approximately 1,400 public elementary schools in Tokyo	○								

Priority Topic		Related SDGs	Materiality	Medium-term Targets	FY3/2025		Results	FY3/2024		Results	FY3/2023		Results	FY3/2022		Results
					Short-term Targets	Achievement		Short-term Targets	Achievement		Short-term Targets	Achievement		Short-term Targets	Achievement	
Maximizing the power of employees	The source of this value creation is our human resource management effort. Aiming to "maximize the power of employees," we seek to "enhance training by our human resources departments and promote diversity on a global scale" while working to "create a positive and rewarding work environment" for employees and promote "employee health and safety."		Global talent development	Strengthen talent development to actively promote expansion and development of business operations worldwide by leveraging benefits of the integration synergy of the Minebeamitsumi Group	<ul style="list-style-type: none">Based on the results of the survey conducted in 2023, implement improvement actions to boost engagementHold a top management town hall meetingImplementation of interactive management skills training for General Managers and Deputy General ManagersImplement improvement actions on an organizational basis	○	<ul style="list-style-type: none">Organized town hall meetings, opportunities for direct interaction between junior or mid-level employees and the President, at seven of our main domestic sites452 employees in General Manager or Deputy General Manager position have completed dialogue-style management skill trainingHQ Chiefs reported the progress on organizational improvement action plan to our top management at the debriefing	Conduct employee engagement surveys	○	<ul style="list-style-type: none">Conducted an engagement survey targeting Japanese group employees (number of respondents: 7,603, response rate 85%/number of the survey subject: 8,978)Based on the survey results, we presented our strengths, challenges, and future initiatives at the business plan review meeting in March	Strengthen training to nurture the next generation of executive leaders (Japan)	○	<ul style="list-style-type: none">A diagnostic test of logical thinking ability was administered to 1,125 people. The aim is to discover and develop talent for the next generation of executive candidatesConducted Japan training for three next-generation executive candidates selected from China, Europe, and Thailand (1 year from October 2022)	Continuous education for employees to promote corporate philosophy and team building activities and commendations	○	<ul style="list-style-type: none">711 employees participated in management principles training (264 career hires and 447 employees in rank-based training)All-MINEBEAMITSUMI Team Building Awards presentation screening and awards ceremony
					Invite next-generation leaders from overseas to Japan and continue to provide training	○	<ul style="list-style-type: none">Eight participants from our overseas subsidiaries attended the NLP training in 2024Three participants from overseas subsidiaries attended a one-year training program in Japan for next-generation leaders from 2024 to 2025	Based on the survey results, establish key indicators and KPIs for human capital management	○	Published the results of human capital performance indicators (KPIs) in the 2023 Integrated Report	Implement training for evaluators to enhance their skills for setting targets and providing feedback in the interview	○	Conducted training for evaluators to improve their skills in setting goals and conducting evaluation/feedback interviews for 1,364 employees	Continuous implementation of target management system and evaluation system to encourage challenges and appropriately evaluate contributions (Domestic Group)	○	Conducted training for evaluators to promote understanding of the system and ensure proper evaluation. 1,362 employees participated in the training
			Global promotion of diversity	Promote diversity management in which people with diverse backgrounds can fully demonstrate their abilities and the organization can make full use of each person's individuality and strength. Also, create an environment that helps achieving this target	Aim to achieve a ratio of female managers: 3.7% or more (by the end of April 2025, non-consolidated)	○	Ratio of female managers: 3.8% (as of the end of April 2025)	Aim to achieve a ratio of female managers: 3.1% or more (by the end of April 2024)	○	Ratio of female managers: 3.5% (as of the end of April 2024)	Continue implementing initiatives regarding the promotion of female's advancement	○	Ongoing activities to increase the ratio of female managers in the Diversity and Inclusion Promotion Project	Continuous promotion of female's participation	○	Held a diversity seminar for managers to raise awareness and foster a culture of promoting female's activities. 2,723 employees participated
					For new graduate recruitment in Japan, increase the ratio of female to 18.5% or more	○	The percentage of female new graduates in April 2025 was 20.9% (for the entire group)	Achieve recruiting target of at least 15% of female of new hires from Institute of technology colleges, universities, graduate schools	△	Percentage of female employees hired with a technical college degree or higher: 13.7%. Percentage of female with all educational backgrounds combined, including junior college, technical college, and high school graduates: 15.9% (Actual recruitment of new graduates in FY2024)	Retain "Eruboshi" Level 3 Certification			Hire 10 female science major graduates	○	Obtained the third level of Eruboshi certification
					Increase the employment rate of people with disabilities to 2.6% or higher	○	Employment rate of people with disabilities: 2.63% (as of June 2025)	Maintain recruiting target of 2.5% of people with disabilities, or achieve 2.6% or more	○	Employment rate of people with disabilities: 2.52% (as of June 2024)	Achieve recruiting target of 15% or more of female of new hires from Institute of technology colleges			Implementation of initiatives to expand employment opportunities for people with disabilities	○	Achieved 12 female hires in the sciences for new graduates joining the company in April 2022
								Maintain recruiting target of 2.5% of people with disabilities	○	2.53% (as of the end of March 2022)						Achieved 2.5%, exceeding the legally mandated employment rate of 2.3%
			Creating a positive and rewarding work environment	Achieve diverse work styles that enable employees to work enthusiastically	Balancing work with childcare and nursing care to promote the creation of a comfortable working environment for employees:	△	<ul style="list-style-type: none">Percentage of male employees taking childcare leave: 71%Spousal childbirth leave: 68%	Balancing work with childcare and nursing care to promote the creation of a comfortable working environment for employees:	△	<ul style="list-style-type: none">Percentage of male employees taking childcare leave: 53%Spousal childbirth leave: 76%	Consideration and introduction of systems to realize diverse styles of work	○	Continue to hold internal network events to exchange ideas and information on balancing work and child-rearing in the Diversity and Inclusion Promotion Project	Consideration and introduction of systems to realize diverse styles of work	○	Implementation of staggered work hours and telecommuting in response to the Corona disaster
					Annual paid leave acquisition rate of 75% or more (non-consolidated)	○	Annual paid leave acquisition rate 77.7% achieved	Annual paid leave acquisition rate of 75% or more (non-consolidated)	○	Annual paid leave acquisition rate 81.0% achieved	Annual paid leave acquisition rate of 75% or more (Non-consolidated)	○	Annual paid leave acquisition rate 78.2% achieved	Annual paid leave acquisition rate of 80% or more	×	Annual paid leave acquisition rate 74% achieved
			Employee health and safety	Zero incidents of serious workplace injuries (fatal accidents)	Zero incidents of severe workplace injuries (fatal accidents)	○	Work-related fatalities: zero	Zero incidents of severe workplace injuries (fatal accidents)	○	Work-related fatalities: zero	Zero incidents of serious workplace injuries (fatal accidents)	○	Work-related fatalities: zero	Zero incidents of serious workplace injuries (fatal accidents)	○	Work-related fatalities: zero
				Maintain 100% regular health checkup participation rate and strengthen health management system	Promotion of health checkups: Regular health checkup participation rate 100%	○	Regular health checkup rate 100% achieved	Promotion of health checkups: Regular health checkup participation rate 100%	○	Regular health checkup rate 100% achieved	Promotion of health checkups: Regular health checkup participation rate 100%	○	Regular health checkup rate 100% achieved	Promotion of health checkups: Regular health checkup participation rate 100%	○	Regular health checkup rate 100% achieved
					100% implementation rate of individual interviews for highly stressed employees	△	Interview rate for all interested employees: 100%	100% compliance with stress checkup	○	Stress check implementation rate of 100% achieved	100% compliance with stress checkups	○	Stress check implementation rate of 100% achieved	100% compliance with stress checkups	○	Stress check implementation rate of 100% achieved