	Item	Themes	Major Action Plans in FY2025	Initiatives for Major Action Plans in FY2025	Major Action Plans in FY2026
S	**Customers**	●Engineering ●Quality and safety ●Services	Publish technical bulletins to provide customers with information on technology and new products	Publish technical bulletins to provide customers with information on technology and new products	Publish technical bulletins to provide customers with information on technology and new products
			By strengthening fundamental technologies and conducting technological development in new fields, we will further advance the technologies we have cultivated and create valuable technologies for the next generation	Strengthening fundamental technologies and conducting technological development in new fields	Advancing development for next-generation batteries and improved production efficiency at factories
			Expansion of subscription services in the United States to maximize resource efficiency and establish a circular business model	Expanding the introduction of subscription models in the United States to support longer equipment service life	Expansion of subscription services in the United States to maximize resource efficiency and establish a circular business model
	Suppliers and business partners	●Procurement from business partners who are promoting environmental preservation activities ●Prevention of transactions with antisocial forces	Promote efficiency of supplier milk runs and transport between factories	Continued three “milk run” routes covering 24 suppliers in total	Promote efficiency of supplier milk runs and transport between factories
			Promote use of the electronic data interchange system	Promoted electronic data interchange system registration (29 companies newly registered)	Promote use of the electronic data interchange system
			Promoting fair business practices (supplier evaluation and selection)	Conducted supplier rating assessments. Based on the assessment results, 1% of all suppliers were identified as requiring guidance for improvement. Improvement guidance was provided to these suppliers	Promoting fair business practices (supplier evaluation and selection)
	Shareholders and investors	●Enhancing investor relations and stakeholder relations activities ●Having more dialogues with institutional investors	Engage in dialogue with shareholders and institutional investors	Conducted dialogues with domestic and overseas securities analysts and institutional investors (137 times) Participated in an investor relations conference	Engage in dialogue with shareholders and institutional investors
			Enhance disclosure	Disclosed information simultaneously in Japanese and English	Enhance disclosure
			Consolidate input from shareholders and institutional investors and utilize this information in corporate activities	Issued Integrated Report 2025	Consolidate input from shareholders and institutional investors and utilize this information in corporate activities
	Employees	●Human resource development ●Diversity ●Safety and health	・Continued implementation of training for different management levels.Improving participation rates among target employees. ・Establishment of an overseas personnel development program (work-based training at overseas subsidiaries).	・Continued implementation of training for different management levels.Target participants were newly appointed managers, section managers, and department managers. A very high participation rate was achieved. ・An overseas trainee system was established as an overseas personnel development program (work-based training at overseas subsidiaries). The training period was set at six months, and two young employees were dispatched to the Indian subsidiary as trainees for the first program. By working alongside local employees, the program aims to cultivate a mindset for working overseas and promote cross-cultural understanding.	・Continued implementation of training for different management levels.Improving participation rates among target employees.Considering follow-up activities for past participants. ・Continue dispatching young employees to overseas subsidiaries under the overseas trainee system established as an overseas personnel development program (work-based training at overseas subsidiaries).
			Began considering revisions to the work-from-home system Review of the work-from-home system Consideration of diverse work styles	Began considering revisions to the work-from-home system Utilized telecommuting system Encouraged employees to take childcare and nursing care leave	Review of the work-from-home system Consideration of diverse work styles
			Continue to create a safe and healthy organizational culture through mental and physical health promotion from the viewpoint of wellbeing	Implemented health promotion activities through events and training, promoted mental health measures, and improved workplace environments through various occupational safety and health inspections This fiscal year, promoted heatstroke prevention measures in response to legal revisions, as well as chemical substance management	Continue actively implementing initiatives to promote mental and physical health from a well-being perspective, with the aim of raising health awareness and employee engagement
	Local communities	●Support for technical education ●Contributions to local communities ●Coexistence with local communities	Provide learning opportunities for people who will be the future of manufacturing Provide work experience and conduct factory tours for children of local schools	Held work experience session for junior high school students in the neighborhood(3 schools, 9 students in total) Hosted factory tours for nearby high schools and universities (3 schools, 7 students in total)	Provide learning opportunities for people who will be the future of manufacturing Provide work experience and conduct factory tours for children of local schools
			Contribute to the local community and environment and raise awareness of beautification Conducted blood drives	Volunteered for environmental beautification activities, conducted beautification activities around plants Conducted blood drives	Contribute to the local community and environment and raise awareness of beautification Conducted blood drives
			Participate in TABLE FOR TWO activities	Participate in TABLE FOR TWO activities	Participate in TABLE FOR TWO activities
			Participated in activities held by external environmental organizations (17 organizations)	Participated in activities held by external environmental organizations	Participated in activities held by external environmental organizations (17 organizations)
E	**Environment**	●Strengthening the environ-mental management system ●Reducing environmental load ●Addressing climate change ●Pollution control	Holding environmental awareness events and responding to surveys and questionnaires	Conducted volunteer beautification activities (cleanups around factories) Held environmental lectures and responded to various surveys (JMTBA, CDP, etc.)	Holding environmental awareness events
			Moved forward with the 2nd Environmental Action Plan (2021–2025)	Compiled key figures, and provided advice to departments, etc	Moved forward with the 3nd Environmental Action Plan (2026–2030)
			Promoted the introduction of eco-cars to the Company-owned fleet Conduct education to promote eco-driving Strengthen guidance by visualizing operational status of Company-owned vehicles	Continued adoption of eco-friendly company vehicles Providing eco-driving training to branches and sales offices Providing drivers with eco-driving guidance based on fuel economy analyses of individual vehicles	Promoted the introduction of eco-cars to the Company-owned fleet Conduct education to promote eco-driving Strengthen guidance by visualizing operational status of Company-owned vehicles
G	**Governance**	●Further strengthening of the Group’s governance ●Rigorous management of risk and compliance	Implemented an evaluation on the effectiveness of the Board of Directors Provide various sorts of training for all employees Conducted awareness measures on the SHIBAURA MACHINE Group Code of Conduct	Implemented an evaluation on the effectiveness of the Board of Directors Conducted training on the whistleblowing system and prevention of bribery and corruption Provided training to employees in Japan and overseas to promote awareness of the "Shibaura Machine Group Code of Conduct"	Implemented an evaluation on the effectiveness of the Board of Directors Provide various sorts of training for all employees Implemented measures to promote awareness of the "Shibaura Machine Group Code of Conduct" among employees in Japan and overseas