



**Tsugio Yamamoto, Representative Director, President and Chief Executive Officer (seated) and Ryusuke Mizukami, Director, Senior Managing Executive Officer, in charge of Environmental Preservation**

worked tirelessly to maintain harmony with the environment as well as contribute to its protection and remediation. We are proud of these efforts, but at the same time we recognize the crucial importance of minimizing the burden, both direct and indirect, Minebea products place on the environment and ensuring they are not a cause of environmental degradation.

To these ends, in 1996 we completed an integrated database—the Minebea integrated Material Data Base (MMDB)—and implemented it Groupwide, thereby facilitating the effective management of chemical substances. We have also implemented a Green Procurement Program and taken steps to comply with the RoHS directive, a European Union directive that seeks to regulate the use of substances harmful to human health and safety.

We believe firmly that environmental protection must be more than drawing up an environmental vision and a lot of written rules to obtain certification under ISO 14001 and then leaving them on the shelf to gather dust. Such rules must form the foundation of a continuous quality improvement model. Our environmental protection program represents our efforts to put this belief into action through a Plan-Do-Check-Action cycle.

Going forward, we will strive to respect the views of all Minebea stakeholders and, with the understanding that ensuring harmony with the environment is essential to the ongoing viability of any corporate entity, to translate those views into concrete action. In so doing, we will strive to grow Minebea into a company that is recognized as representing the highest ideals of corporate ethics.

We have prepared this report to facilitate a better understanding of Minebea's basic philosophy of environmental protection as well as its current activities. We welcome your comments and advice regarding the report's presentation or content.

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The unprecedented number of typhoons to find landfall in Japan this year has been a sober reminder of the powerlessness of human beings against the might of nature.

In the *Kojien*, considered the premier dictionary of the Japanese language, “*shizen*” (“nature”) is defined as “the universe, the power of which exceeds that of humankind.” Nature gives us life and while it may also occasionally trifle with us, it has nourished us throughout the ages. Recognizing this, we believe that the true spirit of environmental protection lies in reverence for and respect for nature and in working to maintain harmony with the environment, rather than try to tame it with technology.

As an industrial concern that conducts the bulk of its manufacturing activities outside of its home country, Minebea has always approached environmental protection as a key management objective and has pursued a variety of initiatives aimed at ensuring it is welcomed by the countries and communities in which it operates. We have taken special care to ensure our manufacturing facilities are built and operated in an ecologically sound manner, and these facilities and our sales offices have

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