

Minebea recognizes accounting for environmental protection efforts using economic indicators as a crucial aspect of management. By applying economic indicators to the costs incurred by these efforts, Minebea strives to ensure its investments are both appropriate and effective. Minebea's environmental accounting system is based on the *Environmental Accounting Guidelines* published by the Japanese Ministry of the Environment. Environmental costs incurred by overseas production bases area also accounted for using these guidelines.

■ Scope

- Period covered: April 1, 2003–March 31, 2004
- Scope of calculations: Minebea and Minebea Group (see page 4)



**Comprehensive wastewater processing facility
(Fujisawa Manufacturing Unit)**

■ Costs of Environmental Protection Activities

Category		Description	(Millions of yen)	
			Investment	Expenses
1.	Business area costs (Environmental protection costs to minimize the environmental burden resulting from manufacturing and service activities within the business area)	See specific entries for a, b and c below.	506	2,788
	Breakdown			
	a. Pollution prevention costs	Costs related to the installation, disposal, maintenance and management of facilities to prevent water and air pollution, others	213	1,106
	b. Environmental protection costs	Installation, depreciation, operating and maintenance costs for ozone-depleting substance (ODS)-free water-based cleaning facilities, others	224	1,351
	c. Resource recycling costs	Waste disposal and recycling equipment, costs, others	69	331
2.	Upstream/downstream costs (Environmental protection costs to minimize the burden of key upstream and downstream operations)	Costs related to the installation of analyzers, analysis of materials as part of the Green Procurement Program, printing and revenue stamp costs for contracts with suppliers, others	9	28
3.	Administration costs (Environmental protection costs stemming from administrative activities)	Personnel, maintenance and management costs for environmental management system, others	13	229
4.	R&D costs (Environmental protection costs stemming from R&D activities)	Costs related to the research and development of ODS-free water-based cleaning facilities, others	1	32
5.	Community activity costs (Environmental protection costs stemming from community activities)	Costs related to greening programs, landscape preservation, others	0	68
6.	Environmental remediation costs (Costs incurred for environmental remediation efforts)	Costs related to soil replacement and the operation, maintenance and depreciation of water-based cleaning facilities, others	0	168
Other costs			0	28
Total			529	3,341

Exchange rates used: S\$1.00=¥64; 1 baht=¥2.7; 1 yuan=¥13.3; £1.00=¥201; €1.00=¥134; US\$1.00=¥110