

The world is now in the midst of the so-called “greatest economic upheaval and political chaos of the century”. The serious global situation is said to remain so in the foreseeable future. I am determined to make untiring and continuous efforts in leading the company as president in the critical period when importance of every decision is so great.

Since assuming presidency, I have asked our employees to address every task with enthusiasm. At times like this, every task has to be addressed speedily, and this requires passion. Also, new vision is necessary and passion is inevitable to realize the vision. Our company has to address various challenges. I believe that while thorough retrenchment, streamlining of operations and start-up of new business are important, response to environmental issues is becoming increasingly significant.

Minebea was founded in 1951 and is going to mark the 60th anniversary soon. Another thing I am asking our employees to challenge is to lay the groundwork for the company looking ahead to the 100th anniversary. It is our important mission to maintain sound management of the company and to contribute to society, but I believe that we also have to focus on maintenance and improvement of environment at the same time.

We would feel responsible for our descendants with social responsibilities as company unfulfilled if nature or living environment were to be impaired greatly when our company marks the centenary anniversary.

We are committed to environmental management as important business task and are absolutely determined to make considerable efforts as before so that such tragedy would not happen. Your continued support will be greatly appreciated.

Global recession triggered by collapse of American sub-prime loans last year and subsequent economic disorder have greatly affected manufacturers like us. Worldwide inventory adjustment in the second half of last year substantially decreased production activities. Ironically, energy consumption of manufacturing industry decreased compared with last year according to statistics due to the global depression, which forces us to think in a new and different way.

We actively conducted environmental conservation activities last year based on the judgment that special plans that cannot be formed normally or measures can be realized in the ongoing depressed economic climate. Making closed system of drainage in two plants in China is one of them.

Cost would not be so large if we purchase entire water without recycling, but the cost necessary to make wastewater clean will increase every year and water discharged into the sewerage system will not help improvement of the domestic environment even if wastewater treatment is within local regulation.

Our products do not consume so much energy during the production process due to their characteristics and we believe it is important to control energy and resources in logistics process as our customers have plants all over the world. Development of transportation route with less emission of CO<sub>2</sub> using high-speed ferry or land route is part of environmental measures.

We have conducted researches on packing method that directly affects quality of products delivered to customers and looked for improvement of recycling efficiency by reviewing packing specifications and development of efficient disposal route appropriate for types of packing material. I really hope that accumulation of such efforts will help to realize new world where economic activities are in harmony with beautiful nature and life environment.



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