

Developing Minebea's CSR Together with the Local Community

Minebea recently held a stakeholder dialogue at the Karuizawa plant with citizens of Miyota Town, Kitasaku District, Nagano Prefecture, where the company's headquarters is located. First, company representatives explained the business and key environmental initiatives. A dialogue was then held with citizens to discuss their various questions and requests.

Dialogue Participants

Miyota Town	Mayor	Mr. Yuji Moteki	Miyota Town Chamber of Commerce	Chairman	Mr. Akinori Kashiwagi
Miyota Town Council	Vice-Chairman	Mr. Takeshi Sasazawa	Miyota Town Tourism Association	Chairman	Mr. Katsuhiko Sakurai
Miyota Town	Chairman, Board of Education	Mr. Takao Uehara	Miyota Town Office	Manager, General Administration Division	Mr. Shigenobu Shimizu
Miyota Town	Deputy Mayor	Mr. Toyohiko Uchibori	Miyota Town Office	Manager, Citizen Affairs Division	Mr. Kiyosumi Odai
Committee of Miyota Town area mayors	Chairman (Mayor of Shiono area)	Mr. Tadashi Kanazawa	Miyota Town Office	Manager, Industrial and Economic Affairs Division	Mr. Mamoru Iizuka
Asama Highland Sports Club (incorporated non-profit organization)	President	Ms. Mikiko Tsuchiya	Miyota Town Office	Manager, Construction Division	Mr. Hiroshi Ogihara
Miyota Town	Head of Education	Mr. Sakio Takayama	Miyota Town Office	Assistant Manager, Planning and Finance Division	Mr. Haruki Ogihara
Miyota Junior High School	Principal	Mr. Naoya Kodama	Minebea Co., Ltd.	Director, Senior Managing Executive Officer, Chief of HDD Motor Manufacturing Headquarters	Mr. Eiichi Kobayashi
Miyota Kita Elementary School	Principal	Mr. Hirohisa Asachi	Minebea Co., Ltd.	Managing Executive Officer, Officer in charge of Finance & Compliance Promotion Division	Mr. Masayuki Imanaka
Miyota Minami Elementary School	Principal	Mr. Shoichi Kobayashi	Minebea Co., Ltd.	General Manager, Plant Maintenance Department	Mr. Kazunari Shimizu
Committee of Miyota Town area mayors	Vice-Chairman (Mayor of Heiwadai area)	Mr. Iwai Sasaki	Minebea Co., Ltd.	Senior Manager, Karuizawa Personnel and General Affairs Department	Mr. Yasuyuki Orimo
Committee of Miyota Town area mayors	Vice-Chairman (Mayor of Mukaihara area)	Mr. Masahiro Tokuyoshi	Minebea Co., Ltd.	Senior Manager, Group Environment Management Department	Mr. Masayuki Onoyama
Miyota Town Physical Training Association	Chairman	Mr. Eiichi Odai	Minebea Co., Ltd.	General Manager, CSR Promotion Office	Mr. Masaki Ishikawa
The Hachijuni Bank, Ltd.	Branch Manager, Miyota Branch	Mr. Noboru Watanuki	Minebea Co., Ltd.	CSR Promotion Office	Mr. Hidenori Kobayashi
Miyota Town Council	Chairman, Civic Construction and Economy Committee	Mr. Hiromu Furukoshi	Cre-en Inc.	CSR Consultant	Mr. Takehiko Mizukami

*Titles of participants are current as of date of stakeholder dialogue (October 25, 2012)

Introduction

Mr. Eiichi Kobayashi: This year marks the 50th anniversary of Minebea's operation in Miyota Town.

The enduring support of the citizens of Miyota is one reason we have been able to operate without incident for a half century. Today, we would like to hear from the citizens of the town, whose support we enjoy on a daily basis, and reflect the outcome of the discussions in our activities moving forward. Thank you in advance for your kind cooperation.



Mr. Eiichi Kobayashi,
Minebea

Working Together to Energize the Community

Mr. Yuji Moteki: Miyota Town has developed over the years thanks to the support we have received from local business over a long time. In the past several years, the largest seven companies have accounted for a

combined 13% of all municipal tax revenues, including corporate and property taxes. Of those seven largest corporate taxpayers, Minebea alone accounts for about 30% of tax revenues.

Currently, our population stands at about 15,000 people, but we have a goal of increasing that to 20,000 under our "20,000 Park Town Concept" aimed at revitalizing the community and its economy. We would love to see more Minebea employees purchase and rent homes in our town. To that end, we would appreciate having the town introduced to your employees as a great place to live, perhaps through your in-house magazine.

Mr. Yasuyuki Orimo: Currently, about 200 of our employees are living in singles dormitories in the town, and another 50 families are living in company housing here. Under the company rules, single employees must move out of the dormitory after 12 years of residence, and other employees must move out of company



Mr. Yuji Moteki,
Mayor, Miyota Town

housing after 15 years. We would like to cooperate with the town in promoting the qualities of Miyota Town to those employees. You are already providing us with posters on events in the town, and we would like to actively place them in the cafeteria and other prominent places around the company facilities.

Mr. Masayuki Imanaka: We publish an in-house magazine twice a year. The Corporate Communications Office is responsible for the magazine, and they publish CSR-related articles in each issue. The CSR Promotion Office is also involved and we will collaborate with all the parties to promote the town.

Mr. Toyohiko Uchibori: The town's administration is implementing a number of excellent welfare, education and other policies to ensure we can compete with the surrounding municipalities on quality of living. Also, town land is relatively cheap compared to other areas. We would appreciate it if Minebea could promote those advantages.

Mr. Noboru Watanuki: At the same time, it would be great if Minebea could find more opportunities to introduce its business and products to the community. The people of Miyota are very proud to host the mother plant of an illustrious global company which has been here since 1963. You have a very large presence in our community. Even though we all know Minebea is an amazing company, many people do not know exactly what the company makes. If, for example, your products were exhibited at Miyota Station, the gateway to the town, people from out of town could learn a lot and the town's children could also discover that this is a company that makes parts for Boeing airplanes, for example. It would also encourage young people to dream of working at Minebea here in the future.

Mr. Masayuki Imanaka: We agree that it would be very effective for townspeople to get to know our products better. The train station is operated by Shinano Railway, so we would appreciate the support of town administrators in arranging exhibits there.

Mr. Noboru Watanuki: I believe your plant draws not only visitors from Tokyo, but customers, salespeople and representatives of subcontractors from all over the world. The town would benefit greatly if those visitors patronized local eateries and other businesses. Additionally, Miyota is well known for its buckwheat noodles, leaf vegetables, and other foods, and the regular use of these by your employee cafeteria would



Mr. Yasuyuki Orimo,
Minebea

also be beneficial for the town.

Mr. Yasuyuki Orimo: Just as you mentioned, between 30-50 people visit our plant daily. We will place maps of the town showing local eateries and other shops so that people can easily stop by.

Mr. Eiichi Kobayashi: The employee cafeteria is operated by an outside company, and we will begin discussions with that company soon. Regarding sundry goods we use within the plant, for goods that can be procured locally, we will study whether or not we can switch all of the procurement to local goods.

Mr. Takeshi Sasazawa: In regard to the parts you use in your products, it would also be beneficial to the community if you procured these parts locally. Minebea may produce many of the parts for its products internally, but could you tell us how many local companies you procure from, not just in Miyota, but in Saku City, Komoro City and other local municipalities?

Mr. Eiichi Kobayashi: We do not have any major local suppliers, but there are many smaller local suppliers we work with. We have a basic policy of actively outsourcing business.

Environmental Management at the Plant



Mr. Takeshi Sasazawa,
Miyota Town Council

Mr. Takeshi Sasazawa: I would like to ask you one question in regard to environmental management activities carried out by the plant, that you explained earlier. Looking at the data from the Saku Water Supply Authority, it appears your plant's water consumption has declined significantly. Are you using well water?

Mr. Kazunari Shimizu: In the past, we drew water from a local well, but there was a concern it could cause land subsidence and other problems, so we no longer use it. Currently, for everything but drinking water, we use spring water from a spring inside the plant grounds. The spring has an output of about 1,000 tons of water per day. In the past, when the spring wasn't used, it caused flooding in the residential areas around the plant during heavy rains, so we came up with a system a few years ago to reuse the water.



Mr. Kazunari Shimizu,
Minebea

Mr. Masayuki Imanaka: The Development Bank of Japan has an environmental management assessment system to rate companies with superior programs, and in 2012, we received the highest rating, "A." We were among a handful of private companies that received this ranking. That makes us proud of the fact that we have sound environmental programs.

Employees Sharing their Know-How Through Lectures to Students



Mr. Takao Uehara,
Chairman, Miyota
Town Board of
Education

Mr. Takao Uehara: I am the chairman of the town's Board of Education, and from my viewpoint, a large company like Minebea is like a "treasure chest" of knowledge and skills.

Would it be possible to open this treasure chest to the community by having your employees visit schools to share their knowledge, skills, and experience with children?

Mr. Eiichi Kobayashi: Please tell us more about your idea of employees giving lectures.

Mr. Takao Uehara: For example, having your employees give science lessons at junior high schools.

Mr. Naoya Kodama: Minebea's bearing products are used in many different applications around the world, and just a discussion of that would raise students' awareness of technology.

In the past, Minebea cooperated with our vocational study program at the junior high school. Now, we're trying to find out the kind of skills people need to be useful members of society. If we can determine what skills young people need, we have a better idea of what students need to learn at junior high and high schools. I think it would be great if your employees could provide talks to students and nurture their dreams.

Mr. Yuji Moteki: Whenever I have discussions with people from Minebea, it's always a stimulating experience, and I feel my horizons have broadened. You have a global business strategy, pursuing dynamic business on a huge scale. It would be a great educational benefit for children to experience this global vision.



Mr. Naoya Kodama,
Miyota Junior High
School

Mr. Eiichi Kobayashi: We have many employees who could talk about our global business with your students. We look forward to having discussions with your educators to make this happen and hearing more about what the children would most like to hear about. We'd like to consider not only lessons for your junior high school, but for your elementary schools as well.

Mr. Takao Uehara: On a related topic, exactly what kind of people is Minebea interested in hiring?

Mr. Eiichi Kobayashi: It changes from year to year. This year, we focused on bolstering our manufacturing capabilities and placed an emphasis on people for our manufacturing operations. In five or 10 years, we may seek to strengthen research and development, and then we would hire more university graduates.

Internship Program for University Students

Ms. Mikiko Tsuchiya: Following up with the discussion on education, I think it would be beneficial if you created more opportunities for elementary and junior high school students to learn that this illustrious company, the "Global Minebea," is located right here in their hometown.

Mr. Eiichi Kobayashi: In the near future, we would like to arrange regular plant tours for elementary and junior high school students. They could take a tour of the facilities and then have discussions with us over a tea break. It's important to build a tradition of those types of events.

Ms. Mikiko Tsuchiya: I'm the mother of a university student. Speaking from that viewpoint, I would like to see Minebea, with its global business scope, offer internship programs to university students from Miyota.

Mr. Yasuyuki Orimo: In the past, the Karuizawa Plant has not actively hosted interns, but from this year we are hosting graduate students, though not limited to local students. Of course, from the company's standpoint, the program is a very important way of having young people understand our business, and in the future we must continue to enhance it.

At the same time, it's not something we can do lightly. For some students, the internship counts as credit towards their degree, so we cannot simply take the students in and have them do something. We need



Ms. Mikiko Tsuchiya,
Asama Highland
Sports Club
(incorporated
non-profit
organization)

to ensure that we have a precisely managed program, where students make a presentation at the end of their internship, for example. We want the program to be a good experience for the students.

Building Trust Through Dialogue

Mr. Toyohiko Uchibori: Minebea has cooperated on the preservation of the local environment in many different ways over the years. We are very grateful for your assistance in beautifying the community's landscape, through the planting of cherry trees inside the plant site and your help adding flowerbeds to town sidewalks.

In March 2002, a townscape planning agreement was created for the Obayashi area. Based on the agreement, we formed a Townscape Committee, which Minebea generously chaired for two years, leading townscape planning and development efforts to build an appealing community. We would appreciate your continued cooperation moving forward.



Mr. Toyohiko Uchibori,
Deputy Mayor,
Miyota Town

Mr. Tadashi Kanazawa: In that sense, we're very grateful that Minebea has created this opportunity for communication with the local citizens.



Mr. Tadashi Kanazawa,
Committee of Miyota
Town area mayors

Of course, the presence of companies in the community increases the number of residents and this is very beneficial. At the same time, the number of people from outside the community also rises. As a result, vehicle traffic increases and drivers speed on our backstreets.

Dangerous driving is typical of the kinds of problems we face with population increases.

Ideally, we would like to hold these dialogues on a regular basis so that we could share our community problems and find solutions together.

Mr. Yasuyuki Orimo: The issue with unsafe driving is very regrettable. In the past, we have responded to similar issues the town has brought up, but we understand that our efforts are still insufficient in some areas and we plan to redouble our measures.

Overall, we plan to work harder than ever building trust with the community by continuing to hold these types of dialogue.



The Plant Manager explains the product lineup to visitors

Mr. Eiichi Kobayashi: It's important to have regular opportunities to sit down face to face to have discussions on all kinds of topics. Could we schedule two regular dialogues a year, for instance?

Mr. Takao Uehara: How would autumn and spring do? We could start the first regular meeting from next April to match the start of the fiscal year.

Mr. Eiichi Kobayashi: That's a plan. Beginning in 2013, we will have regular dialogues in April and October each year. It's important that the dialogue not end after a couple of years, but continue year after year.

Mr. Masayuki Imanaka: This will be a very important event from a CSR standpoint as well, so I would like to invite the CSR staff to join in the discussions.

Conclusion

Mr. Masayuki Imanaka: On behalf of all of us at Minebea, I would like to thank the citizens of Miyota for sharing their valuable views with us today. Minebea operates on the basis of "Five Principles," one of which is: "Work in harmony with the local community." Today's dialogue will help us to advance our CSR management and build even closer relations with the citizens of the community. We look forward to moving ahead hand in hand with Miyota's citizens.



Mr. Masayuki Imanaka,
Minebea