

Minebea held a stakeholder dialogue with citizens of Yonago City, Tottori Prefecture, where the company operates the Yonago Plant. Company representatives explained Minebea's business and the plant's role, and then listened to the citizens' wide-ranging expectations and desires of Minebea towards the local community. This two-way dialogue helped to deepen communication with local citizens.



List of Dialogue Participants

Participants from Yonago City

Mayor of Yonago City	Mr. Yasuo Nozaka
General Manager, Yonago City Economic Department	Mr. Takashi Yuasa
Assistant Section Manager, Business and Industry Section, Yonago City Economic Department	Mr. Koichi Mori
Representative Director, Matsumoto Aburaten Vice President, Yonago Chamber of Commerce and Industry	Mr. Kei Matsumoto
President of Iwao District Neighborhood Council Association	Mr. Takiichi Senoo
Chief of Yonago City Iwao Community Center	Mr. Yasuo Tsukada
President of Iwao District Social Welfare Council	Mr. Kenji Yokoyama
Principal of Minokaya Junior High School	Mr. Shuichi Matsumoto
Principal of Minokaya Elementary School	Mr. Makoto Kanba

Minebea Co., Ltd.

Managing Executive Officer Officer in charge of CSR Promotion Office, Compliance Promotion Office at Finance & Compliance Promotion Division	Mr. Tatsuo Matsuda
Executive Officer Head of Brushless Motor Business Unit of Information Motor Division at Electronic Device & Component Manufacturing Headquarters	Mr. Haruki Kato
Manager, Yonago Personnel and General Affairs and Yonago Plant Maintenance Department	Mr. Yukihiro Nomizo
Environment Management Office (Yonago), Group Environment Management Department	Mr. Shinro Korenaga
General Manager, CSR Promotion Office	Mr. Masaki Ishikawa
CSR Promotion Office	Mr. Hidenori Kobayashi
CSR Promotion Office	Ms. Fumiko Watanabe

Facilitator

CSR Consultant Cre-en Inc.	Mr. Takehiko Mizukami
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* The titles of participants are current as of the date of the dialogue (January 23, 2015).

Introduction

Mr. Tatsuo Matsuda: The Yonago Plant has become an important manufacturing site for the entire Minebea Group. Today, we welcome citizens of Yonago who are supporting this community in so many different ways. We recognize that we must remain a trusted partner to the local society and the community if we are to continue business here over the long term. It's essential, therefore, to maintain a dialogue with the community. Today's dialogue gives us an opportunity to hear your expectations and opinions of our company. Thank you for taking the time to join us today.



Mr. Tatsuo Matsuda,
Minebea

Working Together to Energize the Local Economy

Mr. Yasuo Nozaka: In recent years, the revitalization of regional communities has become an issue in Japan. Here in Yonago, we are also faced with the important issues of maintaining our population, securing employment for residents, and energizing our economy. Yonago has a population of around 150,000 people, and we are pleased that a global company like Minebea can thrive here. We hope that Minebea can take a leading role in the community's economic development and work together with us to tackle the issues facing Yonago City.



Mr. Yasuo Nozaka,
Mayor of Yonago City

Mr. Takashi Yuasa: The city has developed industrial parks and logistics parks to attract companies. These investments have begun to pay off in recent years as many different companies have launched business



Mr. Takashi Yuasa,
Yonago City Economic
Department

here. Thanks to recent trends, we're creating a foundation for young people to remain in the community. There are many small- and medium-sized businesses here, so we are pleased that a global company like Minebea can grow in our community as a locally rooted company. From a civic policy perspective, we would like

to support you as much as possible.

Mr. Kei Matsumoto: Minebea is also a member of the Yonago Chamber of Commerce and Industry. Currently, the chamber has about 2,500 members. The chamber organizes company visits and other events so that members can get to know each other better. I believe that Minebea could raise its awareness in the community if it also joined one of these events. In addition, if there are opportunities to increase your business with local companies, we would be pleased if Minebea could actively provide information to local companies.



Mr. Kei Matsumoto,
Yonago Chamber of
Commerce and Industry

Mr. Haruki Kato: The Yonago Plant is a site for our Brushless Motor Business Unit and DC Motor Business Unit. The plant also designs and develops some of our Group's manufacturing equipment. For these activities,



Mr. Haruki Kato,
Minebea

we currently procure a large amount of raw materials, parts and outsourced manufacturing services from local companies. In addition to this, we can consider other opportunities to purchase products and services from companies in Tottori Prefecture.

Mr. Yasuo Nozaka: The five cities of Yonago, Matsue, Izumo, Yasugi, and Sakaiminato have created a mayor's conference, and the cities' chambers of commerce are also collaborating to match companies. Many companies aren't aware of potential partners in neighboring cities, so we're developing new initiatives as opportunities for the companies to broaden their awareness and increase regional alliances.

Mr. Kei Matsumoto: The chambers of commerce of the five cities are collaborating to hold manufacturing fairs, which would be a good opportunity for Minebea to build relations.

Mr. Haruki Kato: There are still many local companies Minebea does not have relations with, so we'd be

very pleased to consider appropriate ways for us to become involved with them. The Yonago Plant also has two registered vocational skill certification staff. We collaborate with local organizations by dispatching these staff for external tests and also providing evaluation sites. Additionally, I believe we could support small- and medium-sized companies in the prefecture which want to receive vocational skill certification but have difficulties with the process.

Deepening Communication as a Foundation for Contributions

Mr. Kenji Yokoyama: The strength of the private sector has a very large impact on the revitalization of communities. The goal is for private-sector companies and local government, along with community organizations like mine, to come together as one and build our community. To do that, it's essential that we deepen our mutual understanding and develop very close communication. Now, Minebea is taking the first steps with Yonago City, and I have high expectations that your company will give careful thought to community contributions.



Mr. Kenji Yokoyama,
Iwao District Social
Welfare Council

Mr. Takiichi Senoo: As a community association, we believe that trusted relations built on dialogue are very important. This is the first time that a company has provided us with a communication forum, so we are very pleased at this opportunity and we look forward to future opportunities to develop this exchange of opinions. Now that I have this opportunity, I would like to ask some questions about matters in which local citizens have a high interest. First, regarding our efforts to build a safe and secure community environment, what is the Yonago Plant doing to prevent noise and water pollution in areas surrounding the plant?



Mr. Takiichi Senoo,
Iwao District
Neighborhood Council
Association

Mr. Shinro Korenaga: Regarding environmental measures, first we believe that we must diligently comply with all the laws and regulations set forth by national and local governments. Based on this approach, a third-party organization regularly



Mr. Shinro Korenaga,
Minebea

evaluates our atmospheric and wastewater emissions as well as our soil impact to stringently confirm that there are no issues. In terms of noise and vibration, there are no residential areas around our plant, so we are considered outside the regulated area. If a citizen notifies us of a problem, however, we will respond to it appropriately.

Mr. Takiichi Senoo: On a different point, to what extent do you employ people from the local community? Additionally, would you consider holding cultural or sporting activities as community exchange events?

Mr. Yukihiro Nomizo: Currently, there are 186 employees working at the Yonago Plant, and of them, about 10% are from the local Minokaya district. For FY2015, there are four new hires at the Yonago Plant, and one of them is a Yonago City resident, while another graduated from Yonago National College of Technology. In the future, we plan to confer with the different departments of the plant on their needs and continue to regularly hire people from the community. In terms of sports, we have regatta, futsal, and badminton clubs at the company. We'd be pleased to consider opportunities to have community exchanges through these clubs. If there are requests to use our plant's facilities for community events, we will do our best to accommodate these requests.

Mr. Yasuo Tsukada: On the topic of cultural events, the local Iwao Citizen's Center holds an annual festival.



Mr. Yasuo Tsukada,
Yonago City Iwao
Community Center

If Minebea were to participate, you could set up a motor exhibit to explain how motors work, for example, and get children interested in the technology. Since you have so much great technology, I'd like to see you make opportunities to tell young people about it through various kinds of activities.



Mr. Yukihiro Nomizo,
Minebea

and national tournaments. I know that Minebea has an accomplished long-distance running team, and it would be a great encouragement to us to have the team members interact with and give advice to us in sports so that we could aim higher. Also, our second-year students visit many companies to get hands-on work experience, and we would appreciate your cooperation here, too. It would be very beneficial to have your employees talk about their work at the company so that our students could think seriously about what they want to do in the future.

Mr. Haruki Kato: Please let us know what we can do and we will positively consider your proposals. We regularly hire local employees from specialized technology high schools, and we have already begun programs to dispatch graduates from the high schools to talk about their work experience with current students.

Mr. Makoto Kanba: Even at elementary schools, we are making efforts to prepare children for the future through career education. When children become aware that a nearby company is a company with a global presence, it helps nurture a positive interest in work. It might also be interesting for children to develop a global perspective by listening to the experiences of your employees doing business on a global stage.



Mr. Makoto Kanba,
Minokaya Elementary
School

Mr. Yasuo Tsukada: In addition to school education, we offer social education to a broad group of people at our community center through various seminars. We'd welcome talks from your employees at these venues as well.

Mr. Haruki Kato: I believe we can help you with these kinds of activities. We have many employees with overseas work experience, and we also regularly have trainees from China, Thailand and other countries working at the plant. In that sense, I believe we could help with cross-cultural education programs.

Mr. Makoto Kanba: Our sixth-grade elementary students have a motor assembly lesson as part of their science curriculum. We'd be pleased to hear about motors from your employees with specialized knowledge of the technology. In addition, we take field trips around the neighborhood each year, and we'd like to visit your plant for a tour as part of the event. For children, a tour around a manufacturing site would be a new experience.

Educational Opportunities for Children Key to Our Future

Mr. Shuichi Matsumoto: At my junior high school, we put a lot of effort into sports promotion. In recent years, we've had success in soccer, badminton, baseball, long-distance running relays and other sports, with our athletes taking part in prefectural



Mr. Shuichi Matsumoto,
Minokaya Junior High
School



A tour of the company's products

Mr. Haruki Kato: I think that both of these types of children's educational activities are significant, and we will consider how exactly we can cooperate. Regarding plant tours, we have regulations to ensure the protection of confidential business information, but we can select areas of the plant which do not pose problems for educational visits, and therefore I don't anticipate any problem. We will arrange the procedures internally to support your visit.

Mr. Kei Matsumoto: Having children learn that there is a company in their community with a proud global legacy will foster pride among the children in their community.

Valuing Dialogue to Build Trust

Mr. Hidenori Kobayashi: Minebea held its first community dialogue in 2012 at the Karuizawa Plant. Since then, the Karuizawa Plant has held a meeting with the local community on a semiannual basis, and the result is that communication with the local citizens has improved greatly. As an example, the plant has made an agreement with the town and local fire department to make the plant's heliport available to emergency helicopters during disasters and for medical helicopters. In the same way, we'd like to strengthen the bonds with the Yonago community.

Mr. Takiichi Senoo: As a local government body, we would strongly welcome a system under which we could contact Minebea directly during times of disasters and cooperate with each other on measures in a flexible manner.

Mr. Makoto Kanba: We operate the "Children's Shelter 110" program as one of our community safety

initiatives, and we'd appreciate your cooperation by placing a program sticker on the plant's entrance showing children that they can take shelter there in times of danger. In this way, the plant could be used as a shelter in times of emergency.

Mr. Yasuo Nozaka: I agree that it would be beneficial to have regular meetings to discuss the community's issues. It's important that we both appoint coordinators to improve daily communication. With this foundation, we could create an atmosphere where it's easy, for example, to request a Minebea employee to teach a lesson at an elementary or junior high school.

Mr. Tatsuo Matsuda: I agree completely. We need a hotline between groups conducting activities in the same community. Let's put formalities aside so that this hotline can enable us to continue our dialogue in a frank and informal way.

In Closing

Mr. Haruki Kato: I would like to thank everyone for coming to our plant today and offering so many valuable opinions and insights from a broad perspective. Although the Yonago Plant has been operating for many years, our presence in the community is still insufficient. I realize now that the plant's corporate activities for making a contribution to the community have been insufficient. Moving forward, we will take on new activities one by one so that we are recognized as a member of the community. The community has many expectations of us, and we will strive to our fullest to meet those expectations. In the future as well, I look forward to hearing your frank views.