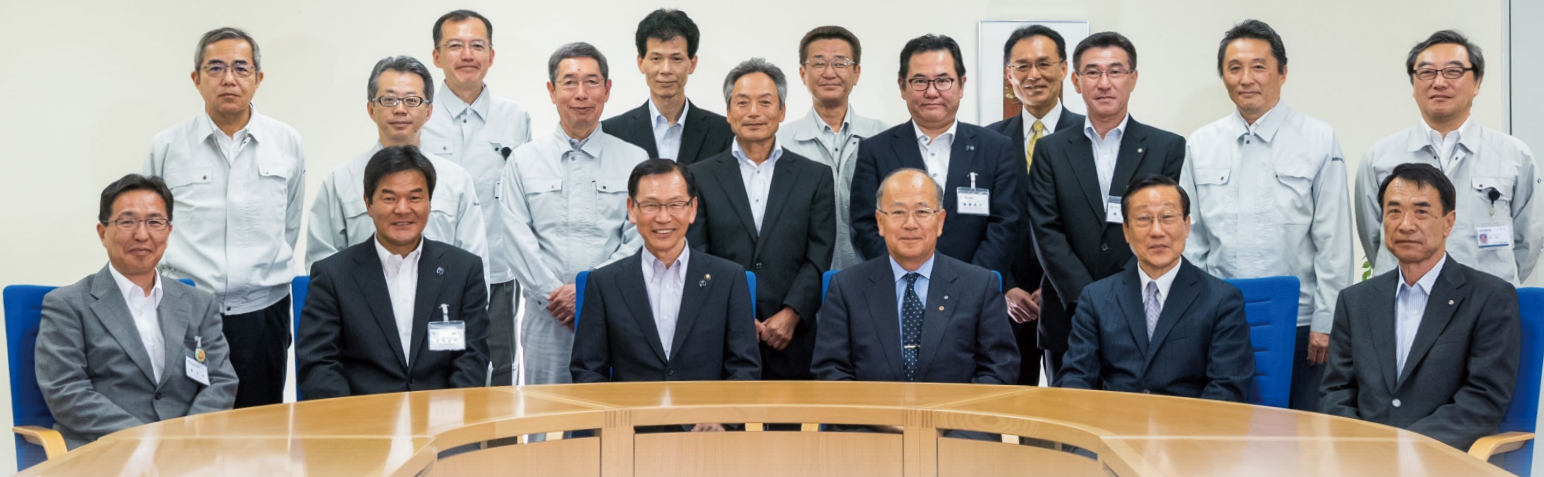


In May 2016, we held a stakeholder dialogue at the Hamamatsu Plant (Fukuroi City, Shizuoka Prefecture) with representatives from the local community. The dialogue was an opportunity for us to explain Minebea's history and business, provide a tour of the plant, and engage in a lively discussion with community members.



## List of Dialogue Participants

## Participants from Fukuroi City

Mayor of Fukuroi City	Mr. Hideyuki Harada
Special Director and Secretary for Disaster Prevention, Fukuroi City	Mr. Tomio Kinpara
General Manager of Industry and Environment, Fukuroi City	Mr. Toru Suzuki
General Manager of Education, Fukuroi City	Mr. Yukio Okawara
Manager of Industry Promotion, Department of Industry and Environment, Fukuroi City	Mr. Shunsuke Hatakama
Manager of Disaster Prevention, General Affairs Department, Fukuroi City	Mr. Tsuyoshi Isobe
Chairman, Fukuroi Chamber of Commerce and Industry	Mr. Fujio Toyoda
President, Shizuoka Institute of Science and Technology	Mr. Hiroshi Noguchi
Chairman, Asaba Town Chamber of Commerce and Industry	Mr. Takeshi Shibata
Chairman, Asaba Kita Self-government Association	Mr. Kazumi Totsuka

\* The titles of participants are current as of the date of the dialogue (May 20, 2016).

## Minebea Co., Ltd.

Director, Senior Managing Executive Officer Chief of Electronic Device & Component Manufacturing Headquarters	Mr. Hirotaka Fujita
Managing Executive Officer Officer in charge of CSR Promotion Office, Compliance Promotion Office at Finance & Compliance Promotion Division	Mr. Tatsuo Matsuda
Deputy General Manager, Hamamatsu Personnel and General Affairs Department	Mr. Yasuhisa Tomita
Manager, Hamamatsu Plant Maintenance Department	Mr. Yukihiro Takeda
Supervisor, Environment Management Office (Hamamatsu), Group Environment Management Department	Mr. Hideyuki Ishikawa
General Manager, CSR Promotion Office	Mr. Masaki Ishikawa
CSR Promotion Office	Mr. Hidetsugu Irie

## Facilitator

CSR Consultant Cre-en Inc.	Mr. Takehiko Mizukami
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## Introduction

**Mr. Hirotaka Fujita:** Thank you very much for joining us today at the Hamamatsu Plant. It is an honor to have you. The Minebea Hamamatsu Plant started operations in 1986 in conjunction with our entry into the electronic devices business. Since then, the plant has engaged in R&D and product manufacturing. We have been proud to sponsor local community events, provide plant tours for community members and take part in other activities, and we are



Mr. Hirotaka Fujita  
Minebea

eager to have even more direct communication with community members in the future.

Today, we look forward to hearing everyone's honest opinions and requests regarding Minebea's community initiatives as a first step in enhancing our communication and engagement.

## A Globally Expanding Company

**Mr. Hideyuki Harada:** Thank you for giving us a tour of the Hamamatsu Plant today. This has made Minebea feel more familiar to us. It's reassuring to know that a company like Minebea, with its global presence and reputation, has a site in Fukuroi City. In 2019, Fukuroi City will be a host site for the 2019



Mr. Hideyuki Harada  
Mayor of Fukuroi City

Rugby World Cup. We are now planning to internationalize the city in preparation for that event, and we would appreciate any advice from Minebea. I am also pleased that Minebea is eager to be a partner with the community in its urban development amid trial and error by various local government organizations. I know

that Minebea has many sites throughout Japan, and any insight you can share on community development would be greatly appreciated.

**Mr. Tatsuo Matsuda:** Minebea has held dialogues with communities around the Karuizawa Plant (Nagano Prefecture) and the Yonago Plant (Tottori Prefecture). We strive to maintain good communication with communities around our sites and to jointly tackle community issues. We would be very pleased if these experiences were useful to the people of Fukuroi City.



Mr. Tatsuo Matsuda  
Minebea

**Mr. Fujio Toyoda:** Minebea is a company with a strong global presence, and it would be a great service to us to learn from you how we can promote Fukuroi City to the global community. As an example, Fukuroi has



Mr. Fujio Toyoda  
Chairman, Fukuroi Chamber  
of Commerce and Industry

long been a leading grower of superior green tea. Green tea has become more popular in recent years in recognition of its health benefits, including curing eye fatigue. If your employees at sites outside Japan drank our tea in their offices, that would have a great promotional boost for us.

**Mr. Hirotaka Fujita:** That's an excellent suggestion. Employees at the Fukuroi Plant regularly enjoy Fukuroi green tea and other locally made products, and I believe there are opportunities for us to collaborate with you by promoting these products internally.

## Nurturing Local Youth to Revitalize the Community

**Mr. Hiroshi Noguchi:** I understand that 43% of the Hamamatsu Plant's 828 employees reside in Fukuroi City, and about 80% reside in the area including Hamamatsu, Iwata, and Kakegawa. It's wonderful that so many employees live in local communities. I think Minebea represents a model for promoting the revitalization of local communities through the employment of younger workers. I'd like to see Minebea continue to promote the benefits of living and working in local communities to the younger generations. For example, you could expand the number of plant tours so that younger people could see how the Hamamatsu plant develops so many great products for society. Younger workers will feel that they can realize their dreams right here in Fukuroi City. At my institute, students are studying the sciences, so it would be very beneficial for us to have Minebea promote internships and hiring from local universities.



Mr. Hiroshi Noguchi  
President, Shizuoka  
Institute of Science and  
Technology

**Mr. Hirotaka Fujita:** We've offered plant tours in the past, and if there is interest, we will do the best we can to offer more in the future. As for educational collaboration, our employees have visited local universities to act as guest instructors. This has been a great exchange program for everyone. We introduce business initiatives outside Japan and share our initiatives on manufacturing. If it's helpful for local students, then we are eager to continue.

**Mr. Fujio Toyoda:** The plant tours allow students to see the latest manufacturing technologies, and this is very encouraging for young children and students thinking about future careers. The chamber of commerce and industry is also spearheading industrial tourism. For example, each year Fukuroi City hosts the Student Formula Japan, where students design and build their own sports cars and compete with each other on performance. This seems to be an area closely related to Minebea's business.

**Mr. Hirotaka Fujita:** It certainly is. For the Student Formula Japan competition, we donate rod end bearings and other automotive parts in response to requests from various universities. In the past, we've also had these university students take tours of our Hamamatsu Plant. For Minebea, the race is a great opportunity to promote interest in our company among distinguished students and boost our recruiting efforts.

### Communication through Local Business and Events

**Mr. Hiroshi Noguchi:** My institute has established an industry-academia collaboration organization through which we hold joint meetings with some 70 companies located around Fukuroi City. Smart cities, measuring equipment, and some of our other initiatives are closely related to Minebea's business areas, and we would welcome your involvement. In regard to smart city development, Fukuroi City is now planning to install LED lighting on roads to ECOPA Stadium.

**Mr. Hirotaka Fujita:** That's a very interesting plan. In the area of smart cities, Minebea is collaborating on a Japan's Ministry of the Environment project to install about 9,000 LED street lights with mobile communications functions in Cambodia. Regarding the ECOPA Stadium project, we could contribute our expertise in this area if the city plans to change the lighting equipment.



Mr. Takeshi Shibata  
Chairman, Asaba Town  
Chamber of Commerce and  
Industry

**Mr. Takeshi Shibata:** The plant tour I participated in today sparked my interest in the excellence of your products and technologies. As a member of the community, I also felt that the people in this community are not sufficiently aware of your presence. For example, in the Asaba region, we hold a trade fair each November to

promote the region, and we would welcome Minebea's participation as a way to promote your company and products.

**Mr. Hirotaka Fujita:** Thank you very much for the invitation. We recognize that we need to improve our PR activities in the local community. We believe that it's very important for the people living in communities

around us to understand our business well. The trade fair you mentioned is exactly the kind of opportunity we would actively like to participate in.

**Mr. Takeshi Shibata:** Promoting your presence in the community will help to forge closer ties between your company and the residents. Communication between your company and residents, as well as with local government bodies, will improve and they will ask Minebea to become more involved with their activities. We in the local community have high expectations for Minebea's greater involvement.

### Continuing Communication to Build a Better Community

**Mr. Kazumi Totsuka:** One of this community's most important themes is disaster prevention. In the event of a disaster, can we expect Minebea to share its plant area to support the needs of local residents?



Mr. Kazumi Totsuka  
Chairman, Asaba Kita  
Self-government Association

**Mr. Hirotaka Fujita:** Minebea maintains a stock of food and water to prepare for earthquakes and other natural disasters.

We have a certain amount of surplus to serve local residents. As a member of the community, we would like to help as much as we can during emergencies.

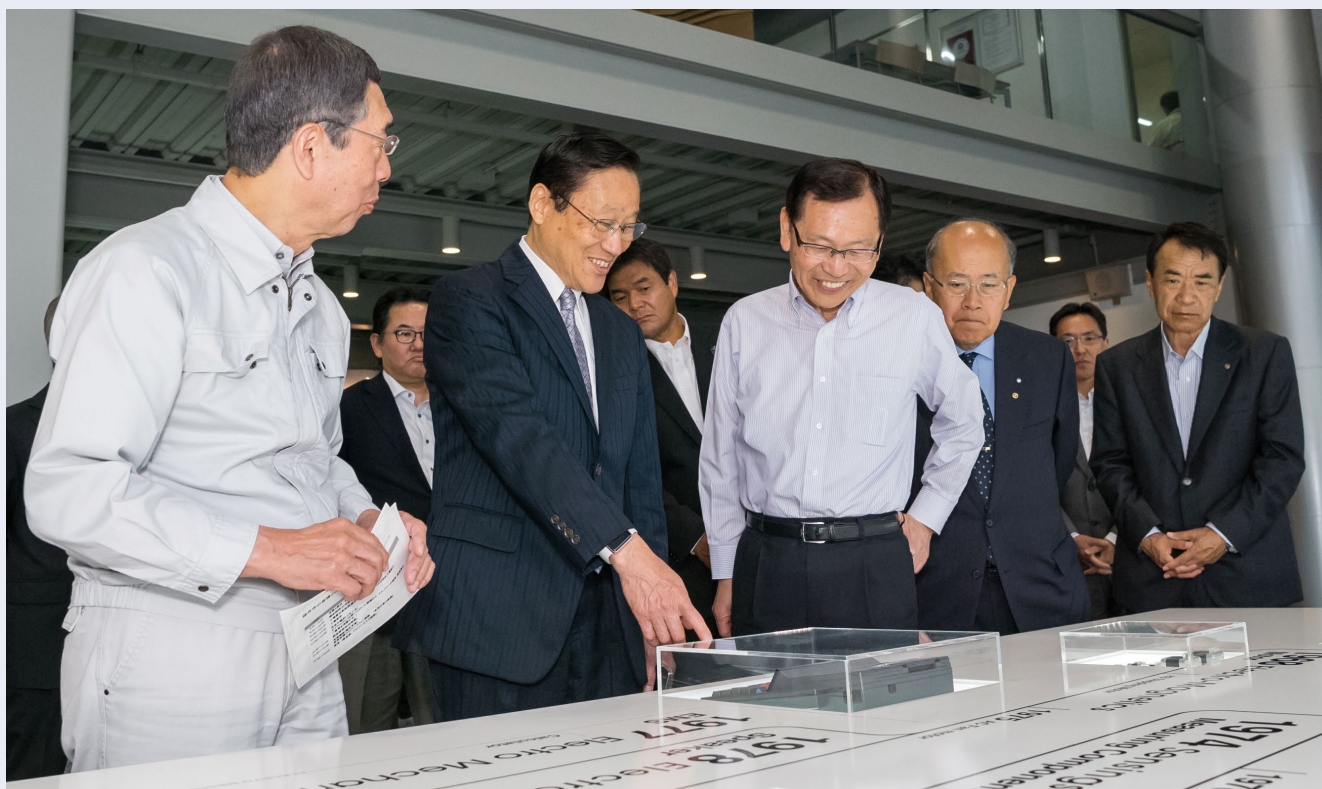
**Mr. Tomio Kinpara:** The other day, as Fukuroi City's Secretary of Disaster Prevention, I visited Kumamoto Prefecture to witness the impact of the recent earthquakes. The experience in Kumamoto reconfirmed for me the importance of cooperation with local residents and companies to face natural disasters, as municipalities cannot handle the aftermath alone. We have established a disaster response plan for Fukuroi City and we look forward to discussions with Minebea in order to ensure smooth communication in the event of an emergency.



Mr. Tomio Kinpara  
Special Director and  
Secretary for Disaster  
Prevention, Fukuroi City

**Mr. Hirotaka Fujita:** We also look forward to discussions with you. As a company, Minebea's first





Guests take a plant tour

responsibility is to confirm and protect the safety of its employees. We are also prepared to support local residents as much as possible by offering our seminar hall and welfare annex building as temporary shelters and through other means.

**Mr. Hideyuki Harada:** Considering that 43% of your plant employees are residents of Fukuroi City, just taking in these residents would significantly lessen the burden on the city. We hope to have more detailed discussions with you about this.

**Mr. Yasuhisa Tomita:** Lastly, since we have this opportunity, I would like to discuss two points that are of interest to Minebea. The first issue pertains to children on waiting lists for daycare centers. At Minebea, we have many female engineers working at our plant, and a serious issue for many of them is a lack of childcare facilities when they return to work after childcare



Mr. Yasuhisa Tomita  
Minebea

leave. We are eager to work with you on improving this situation. The second issue pertains to traffic and transportation facilities around the plant. There are roads without sidewalks, and areas which are

not served by buses and other public transportation. We feel that these represent issues of safety and convenience for local residents, including our employees. We would be very grateful if you could look into these issues.

**Mr. Hideyuki Harada:** We understand. Thank you for sharing your opinion.

**Mr. Hirotaka Fujita:** There are things that we can do for each other and things that we cannot do. First, we need to share our opinions frankly and openly. None of these issues are easy to resolve, but we are eager to work on them together with you.

## In Closing

**Mr. Tatsuo Matsuda:** Thank you very much for sharing valuable insights with us today. The foundation of all our CSR activities is our company credo, the “Five Principles,” one of which states, “Work in harmony with the local community.” Understanding how to best contribute to local communities is an important issue for us. Moving forward, the Hamamatsu Plant will strive even harder to be an indispensable part of the local community. To accomplish this, we will use today’s dialogue to continue even more communication with you. Thank you.