

# CSR Promotion Activity Goals and Results

## ► Results for FY2015 and Goals for FY2016 and the Medium Term

		FY2015 Goals	FY2015 Results	
Management	CSR Management	Formulate a global CSR promotion strategy based on ISO 26000 analysis results <a href="#">CSR</a>	Promoted CSR strategy globally using PDCA management	
		Conduct CSR awareness initiatives and discussions with CSR Officers and CSR sub-staff in and outside Japan <a href="#">CSR</a>	<ul style="list-style-type: none"> <li>Conducted CSR awareness activities and discussions with CSR Officers in Europe, China, and the U.S. through teleconferences</li> <li>Promoted CSR awareness activities among domestic CSR Officers through employee magazine</li> </ul>	
	Corporate Governance Compliance Risk Management	Confirm the status of compliance in China and Southeast Asia and continue pursuing a compliance structure <a href="#">Compliance</a>	Confirmed compliance status in China and Thailand, while promoting the establishment of a compliance structure	
		Conduct compliance training for local managers in China in addition to training in Thailand and South Korea <a href="#">Compliance</a>	Conducted compliance training for local managers in Thailand and South Korea	
		Conduct compliance awareness survey <a href="#">Compliance</a>	Conducted a compliance awareness survey of all Japanese employees working for Minebea	
		Formulate basic BCP for Cambodia, China (Suzhou and Zhuhai), and Malaysia <a href="#">GA</a>	<ul style="list-style-type: none"> <li>Formulated basic BCP for Suzhou and Zhuhai</li> <li>Completed formulation of BCP action plan for Cambodia</li> <li>Started formulation of basic BCP for Malaysia</li> </ul>	
Society	Relationships with Customers	Promote BCP drills at Japanese facilities, Thailand, and other sites <a href="#">GA</a>	<ul style="list-style-type: none"> <li>Enhanced BCP training drills at Karuizawa Plant</li> <li>Conducted flooding countermeasure simulation training in Thailand</li> </ul>	
		Create a quality assurance agreement for suppliers to promote customers' quality requirements among them <a href="#">Quality</a>	Created a quality assurance agreement for suppliers and distributed the agreement among automotive parts suppliers	
		Unify bar code labels for Thai measuring products, rod end products, PMA products, PM motor products, and micro actuators, as well as for Shanghai fan motors <a href="#">Logistics</a>	Unified bar code labels for Thai rod end products	
	Relationships with Employees	Promote acquisition of AEO certification in South Korea and Malaysia <a href="#">Logistics</a>	Applied for AEO certification in Malaysia	
		Continue to strengthen human rights education <a href="#">Human Resources Development</a>	Provided anti-harassment training as part of rank-based training as well as human rights training prior to overseas assignment	
		Continue to strengthen development and utilization of personnel suited for global development <a href="#">Human Resources Development</a> <ul style="list-style-type: none"> <li>Next-generation leader training</li> <li>Strategic rotation implementation</li> <li>Nurturing of local management leaders overseas</li> </ul>	<ul style="list-style-type: none"> <li>Conducted selective next-generation leader training</li> <li>Promoted strategic rotations for participants of selective next-generation leader training</li> <li>Conducted local manager training in Thailand and China</li> </ul>	
		Promote active roles for female employees <a href="#">Human Resources Development</a>	Conducted training for managers to raise their awareness and reconfirm their roles	
		Continue to promote initiatives relating to work-life balance <a href="#">Personnel</a>	Extended by one year the period under which employees providing childcare can work shorter hours	
		Meet legally required employment percentages for the handicapped and support their continued employment <a href="#">Personnel</a>	Rate of employees with disabilities was 1.84% (as of June 2015)	
		Promote mental health support measures <a href="#">Personnel</a>	Prepared for introduction of a stress-check system	
	Relationships with Local Communities and Global Society	Promote dialogues with communities at all sites in and outside Japan <a href="#">CSR</a>	Held biannual dialogues at the Karuizawa Plant and held a regular dialogue at the Yonago Plant	
	Relationships with Suppliers	Distribute CSR Procurement Self-assessment Checklist to main suppliers of Shanghai, Xicen, Suzhou, and Zhuhai plants, receive responses, and analyze status <a href="#">Procurement</a>	Distributed CSR Procurement Self-assessment Checklist to main suppliers of Shanghai, Suzhou, and Zhuhai plants, received responses, and analyzed status	
	Relationships with Shareholders	Continue to promote active information disclosure relating to progress and implementation of business plan <a href="#">IR</a>	Promoted information disclosure on Medium-term Business Plan and policies through general shareholders' meeting, semiannual business report, and website information	
		Continue to promote active communication with domestic and international investors <a href="#">IR</a>	Held four briefings on financial results and conference calls for institutional investors and securities analysts and one tour to visit investors in the U.S., Europe, and Asia	
Environment	Environment	Acquire ISO 14001 certification at Ban Wa Plant <a href="#">Environment</a>	Acquired ISO 14001 certification at Ban Wa Plant	
		Reduce CO <sub>2</sub> emissions per basic unit of output by 5% compared with FY2010 <a href="#">Environment</a>	Reduced CO <sub>2</sub> emissions per basic unit of output by about 55% compared with FY2010 (actual emissions of 515,172 tons)	
		Reduce amount of waste ultimately disposed of as landfill by Minebea Group worldwide by 10% per basic unit of output compared with FY2014 <a href="#">Environment</a>	Reduced amount of waste ultimately disposed of as landfill by about 17% per basic unit of output compared with FY2014 (actual amount of waste ultimately disposed of as landfill totaled 5,373 tons)	
		Send response to CDP <a href="#">Environment</a>	As an environmental group, internally considered response to CDP	
Logistics	Logistics	Promote continual improvements in packaging through new packaging methods to raise loading efficiency of marine shipping containers, introduce pallet shipping of cardboard boxes, consolidate pallet sizes, strengthen pallets (for fan motor products) <a href="#">Logistics</a>	Promoted new packaging for PM motor exports to Europe to raise loading efficiency of marine shipping container; Promoted pallet shipping of cardboard boxes for HB motors and PM motors; Completed consolidation of pallet size and pallet strengthening for fan motor products	



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The Minebea Group believes it is important to manage CSR activities appropriately using the Plan-Do-Check-Action

(PDCA) cycle and sets CSR goals accordingly. In order to systematically promote CSR activities, we have set medium-term goals to accomplish by FY2017.

	Evaluation	FY2016 Goals	Medium-term Goals (target year of FY2017)
	△	<ul style="list-style-type: none"> <li>Promote global PDCA management through communication with overseas sites <b>CSR</b></li> </ul>	Promote CSR management based on key CSR issues developed through an understanding of stakeholders' expectations and requests <b>CSR</b>
	○	<ul style="list-style-type: none"> <li>Conduct CSR awareness initiatives and discussions with CSR Officers and CSR sub-staff in and outside Japan <b>CSR</b></li> </ul>	
	○		<ul style="list-style-type: none"> <li>Establish and strengthen a global compliance structure <b>Compliance</b></li> <li>Formulate BCP for all major sites worldwide and ensure adherence to plans through training drills, etc. <b>GA</b></li> </ul>
	△	<ul style="list-style-type: none"> <li>Continue to build a compliance structure in China and Southeast Asia <b>Compliance</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Conduct compliance training for local managers in China <b>Compliance</b></li> <li>Conduct compliance training through e-learning programs for all Japanese employees working for Minebea <b>Compliance</b></li> </ul>	
	△	<ul style="list-style-type: none"> <li>Formulate basic BCP for Thailand; formulate basic BCP and action plans for Malaysia; formulate BCP action plans for Shanghai, Suzhou, and Zhuhai <b>GA</b></li> </ul>	
	△	<ul style="list-style-type: none"> <li>Promote BCP drills at Japanese facilities, Thailand, and other sites <b>GA</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Continue to promote quality assurance agreement among suppliers <b>Quality</b></li> </ul>	<ul style="list-style-type: none"> <li>Promote transition to ISO 9001:2015 and further enhancements to quality management system <b>Quality</b></li> <li>Promote introduction of unified bar codes for all products <b>Logistics</b></li> <li>Promote continual acquisition of AEO certification <b>Logistics</b></li> <li>Promote visualization to further enhance logistics quality <b>Logistics</b></li> </ul>
	△	<ul style="list-style-type: none"> <li>Prepare for transition to ISO 9001:2015 <b>Quality</b></li> <li>Unify bar code labels for Thai measuring products, PMA products, PM motor products, and micro actuators <b>Logistics</b></li> </ul>	
	△	<ul style="list-style-type: none"> <li>Unify bar code labels for bearings <b>Logistics</b></li> </ul>	
	△	<ul style="list-style-type: none"> <li>Promote acquisition of AEO certification in South Korea <b>Logistics</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Continue to strengthen human rights education <b>Human Resources Development</b></li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the development of human resources in order to support the active expansion and development of global business <b>Human Resources Development</b></li> <li>Raise the ratio of female managers (aim to double the ratio in 2021 compared with 2016) <b>Human Resources Development</b></li> <li>Proactively incorporate demands of society and promote measures to support employee motivation <b>Personnel</b></li> </ul>
	○	<ul style="list-style-type: none"> <li>Continue to strengthen development and utilization of personnel suited for global development <b>Human Resources Development</b> <ul style="list-style-type: none"> <li>Strengthen training to nurture next-generation leaders</li> <li>Nurturing of local management leaders overseas</li> </ul> </li> </ul>	
	○	<ul style="list-style-type: none"> <li>Continue to promote active roles for female employees <b>Human Resources Development</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Continue to promote initiatives relating to work-life balance <b>Personnel</b></li> <li>Meet legally required employment percentages for the handicapped and support their continued employment <b>Personnel</b></li> </ul>	
	×	<ul style="list-style-type: none"> <li>Promote mental health support measures <b>Personnel</b></li> </ul>	
	○		Continually conduct CSR penetration activities in and outside Japan <b>CSR</b>
	○	Promote dialogues with communities at all sites in and outside Japan <b>CSR</b>	
	○	Confirm status of CSR promotion at Malaysian and Singaporean suppliers using the CSR Procurement Self-assessment Checklist <b>Procurement</b>	<ul style="list-style-type: none"> <li>Conduct continual awareness activities for the Minebea Group CSR Procurement Guidelines; review and implement revisions as necessary <b>Procurement</b></li> <li>After distributing the Minebea Group CSR Procurement Promotion Self-assessment Checklist, check the status of CSR promotion as necessary using the Self-assessment Checklist distributed to new suppliers at plants in Japan, Thailand, and China <b>Procurement</b></li> <li>Assuming the completion of the business integration between Minebea and Mitsumi Electric Co., Ltd., unify the two companies' CSR procurement activities and study the implementation of new policies, targets and activities <b>Procurement</b></li> </ul>
	○	<ul style="list-style-type: none"> <li>Continue to promote active information disclosure relating to progress and implementation of business plan <b>IR</b></li> </ul>	Continue to actively disclose information and promote communication among a wider group of shareholders and investors to deepen their understanding of Minebea <b>IR</b>
	○	<ul style="list-style-type: none"> <li>Continue to promote active communication with domestic and international investors <b>IR</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Start operations based on ISO 14001:2015 <b>Environment</b></li> </ul>	<ul style="list-style-type: none"> <li>Continually reduce CO<sub>2</sub> emissions per basic unit in comparison with FY2015 <b>Environment</b></li> <li>Continually reduce amount of generated waste per basic unit in comparison with FY2015 <b>Environment</b></li> </ul>
	○	<ul style="list-style-type: none"> <li>Set CO<sub>2</sub> emissions reduction targets for period through FY2020 <b>Environment</b></li> <li>Reduce CO<sub>2</sub> emissions per basic unit of output by 1% compared with FY2015 <b>Environment</b></li> </ul>	
	○	<ul style="list-style-type: none"> <li>Reduce amount of generated waste by 1% per basic unit of output compared with FY2015 <b>Environment</b></li> </ul>	
	△		Continue to promote packaging improvements, with focus on palletization <b>Logistics</b>
	○	Continue to promote palletization of product packaging <b>Logistics</b>	

**CSR** CSR Promotion Office  
 **Compliance** Compliance Office  
 **GA** General Affairs Department  
 **Quality** Group Quality Management Department  
**Logistics** Logistics Department  
 **Human Resources Development** Human Resources Development Department  
 **Personnel** Personnel Department  
**Procurement** Procurement Department  
 **IR** Investors Relations Office  
 **Environment** Group Environment Management Department