

The Minebea Group recognizes environmental protection as a key management objective. In August 1993, we formulated our own Environmental Philosophy and Environmental Policy.



### ENVIRONMENTAL PHILOSOPHY

Established August 26, 1993  
Revised July 1, 2005

Minebea strives to contribute to higher quality, more comfortable lifestyles by providing truly valuable products and services. At the same time, the Company works to minimize the environmental burden of its various activities and promote greater harmony, thereby contributing to the preservation and improvement of a healthy environment.

#### Environmental Policy

##### 1. Development/Design

Minebea shall focus on the development and design of products that contain no chemical substances harmful to the environment or the health and safety of humans, consume little energy and satisfy the "3R" criteria, that is, can be "reduced," "reused" or "recycled."

##### 2. Manufacturing

Minebea shall set targets and restructure and revise its manufacturing procedures by using materials that contain no chemical substances harmful to the environment or the health and safety of humans, thereby improving yield, reducing waste output and lowering energy consumption.

##### 3. Distribution

Minebea shall employ packaging materials that contain no chemical substances harmful to the environment or the health and safety of humans and satisfy the "3R" criteria, as well as procedures that lower energy consumption and prevent the release of harmful substances.

##### 4. Cooperation with Authorities and Local Public Entities

When coordinating manufacturing and/or distribution activities in other countries, Minebea shall observe environment-related rules and regulations imposed by local authorities and support environmental protection efforts of local communities. At the same time, Minebea shall take a proactive approach to sharing new environmental protection technologies.

##### 5. Overseas Activities

In its manufacturing and distribution activities overseas, Minebea shall observe environment-related protection rules and regulations imposed by local authorities and do its best to preserve the environment in adjacent areas. Minebea shall also be an aggressive supplier of new environmental protection technologies.

##### 6. Environmental Audits

Minebea shall conduct periodical environmental audits at all of its production and other facilities with the aim of ensuring the effective implementation of its environmental management system and improving the system as necessary.

##### 7. Employee Education

Minebea shall require employees to attend related courses to encourage their involvement in environmental protection activities in the workplace and at home.

##### 8. Observe Minebea's Environmental Policy

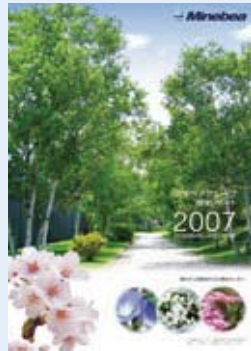
All Minebea Group employees and other individual working at our sites shall adhere to Minebea's Environmental Policy. If any individual has an environment-related concern, he or she shall report it promptly to his or her manager, who shall respond promptly.

A handwritten signature in black ink that reads 'T. Yamagishi'.

Takayuki Yamagishi  
Representative Director,  
President and Chief Executive Officer  
Minebea Co., Ltd.

### Environmental Management Systems

All Minebea Group manufacturing facilities worldwide have acquired certification under ISO 14001, the International Organization for Standardization (ISO) standard for environmental management systems. Since 2003, we have also published an environmental report summarizing our environment-related initiatives and the results thereof.



### Eliminating Hazardous Substances

In April 1993, we became the first bearing manufacturer to eliminate specified chlorofluorocarbons used as cleaning agents at all Group plants worldwide. Since then, we have continued to take decisive steps aimed at eliminating hazardous substances. In March 2008, the Material Process Laboratory, part of the Engineering Headquarters' Material and Process Development Division, acquired certification under ISO/IEC 17025:2005, the international standard for laboratory competence in measuring and analyzing the six substances governed by the European Union's Restriction of Hazardous Substances (RoHS) Directive.

### Green Procurement

In July 2004, we published the "Minebea Group Green Procurement Standard," under which we oblige suppliers to submit analysis data on chemical substances on materials and parts they deliver to Group companies. In December 2007, we published the revised third edition of this document, in line with which we conduct procurement that satisfies global laws and ordinances, including the RoHS Directive, enacted in July 2006, and China's Management Methods for Controlling Pollution Caused by Electronic Information Products Regulation, enacted in January 2007.

### Environmental Protection Activities in the Community

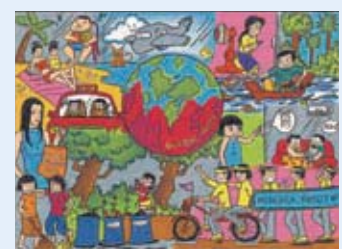
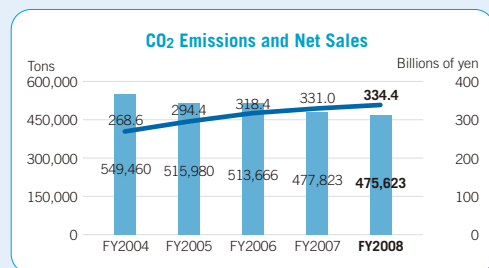
We are involved in various environmental protection activities in the communities where the Minebea Group has plants. In Thailand, home to our largest manufacturing base, we are honored with numerous awards every year in recognition of our efforts to reduce energy consumption and protect the environment. In China, we established the Shanghai-Minebea Lake Dianshan-hu Environmental Protection Fund (Rmb 11.0 million) in April 1996 with the aim of helping preserve the water quality in Lake Dianshan-hu, located in the vicinity of a Minebea Group plant. The fund continues to assist with a variety of environmental protection efforts in and around Lake Dianshan-hu.



A local river after a dredging project supported by the Shanghai-Minebea Lake Dianshan-hu Environmental Protection Fund

### Reduction of CO<sub>2</sub> Emissions

In fiscal 2008, total emissions of CO<sub>2</sub> into the atmosphere by Minebea Group plants worldwide amounted to 475,623 tons, a 16% decline from 549,460 tons recorded in fiscal 2004. In contrast, consolidated net sales in fiscal 2008 were ¥334.4 billion, 24% higher than the ¥268.6 billion reported in fiscal 2004. As this indicates, we succeeded in reducing CO<sub>2</sub> emissions despite rising net sales. This achievement is attributable to forward-looking efforts to introduce energy-efficient air conditioning equipment and manufacturing equipment.



### 2007 Environment Week Art Exhibition

Award-winning submissions to an art contest for the children of Minebea Group employees in Thailand on the theme of "Minebea Families Working as One to Reduce Global Warming"