

Lotus flowers blooming on the pond at the Shanghai Plant

Minebea Group
Environmental Report 2004
2004
Year Ended March 31, 2004

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> CORPORATE INFORMATION

>> Minebea Co., Ltd.

Date of Establishment

July 16, 1951

Capital

¥68,259 million (as of March 31, 2004)

Net Sales

(Fiscal year ended March 31, 2004)

Consolidated: ¥268,574 million

Nonconsolidated: ¥185,105 million

Consolidated Net Sales to External Customers by Business Segment

(Fiscal year ended March 31, 2004)

Machined components ¥111,693 million

Electronic devices
and components ¥156,881 million

Operating Income

(Fiscal year ended March 31, 2004)

Consolidated: ¥18,104 million

Nonconsolidated: ¥4,351 million

Ordinary Income

(Fiscal year ended March 31, 2004)

Consolidated: ¥13,800 million

Nonconsolidated: ¥13,343 million

Net Income

(Fiscal year ended March 31, 2004)

Consolidated: ¥6,019 million

Nonconsolidated: ¥2,266 million

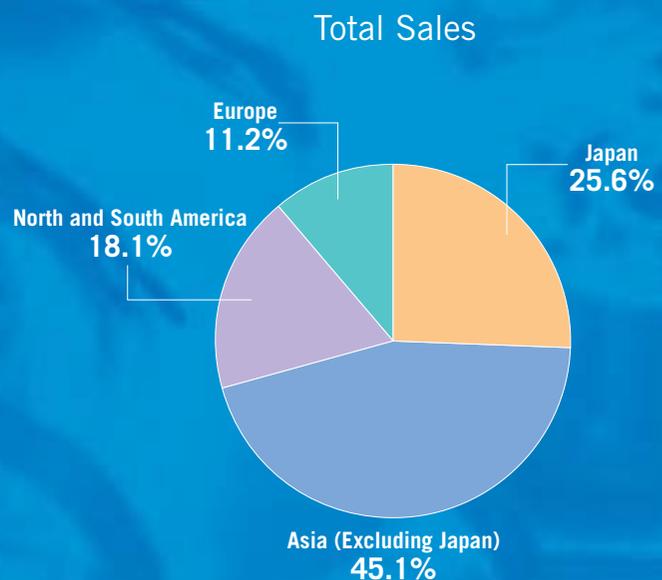
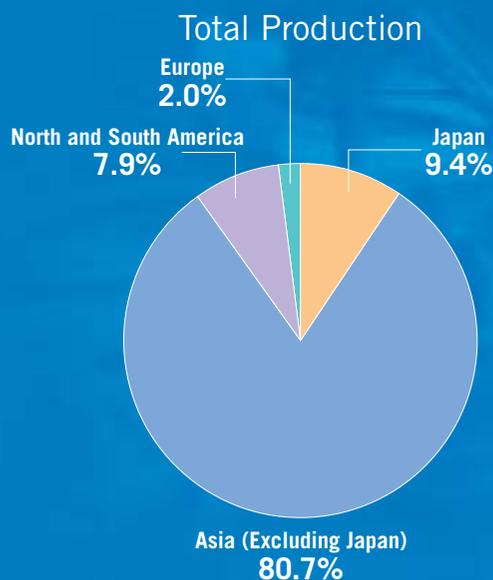
Number of Employees

(Fiscal year ended March 31, 2004)

Consolidated: 43,839

Nonconsolidated: 2,390

Consolidated Total Production and Total Sales by Region (Fiscal year ended March 31, 2004)



■ MACHINED COMPONENTS

Bearings and Bearing-Related Products

Miniature ball bearings
 Small-sized ball bearings
 Integrated-shaft ball bearings
 Rod-end bearings
 Spherical bearings
 Roller bearings
 Journal bearings
 Pivot assemblies
 Tape guides
 ROF-type fluid dynamic bearings (FDBs)
 HMF-type FDBs

Other Machined Components

Aerospace/automotive fasteners
 Special machined components
 Magnetic clutches and brakes

■ ELECTRONIC DEVICES AND COMPONENTS

Rotary Components

Hard disc drive (HDD) spindle motors
 Fan motors*
 Hybrid-type stepping motors*
 Permanent magnet (PM)-type stepping motors*
 DC brushless motors
 DC brushless motors for electric power steering systems
 Variable reluctance (VR) resolvers
 DC brush motors*
 Vibration motors*

*Products of Minebea-Matsushita Motor Corporation

Other Electronic Devices and Components

Personal computer (PC) keyboards
 Speakers
 Electronic devices
 Magnetic heads for floppy disc drives (FDDs)
 Magneto optical disc (MOD) drive subassemblies
 Lighting devices for liquid crystal displays (LCDs)
 Power electronic components
 Backlight inverters
 Measuring components
 Strain gauges
 Load cells

> EDITORIAL OBJECTIVES

- The objective of this report is to present the environmental efforts of Minebea Co., Ltd., and the companies of the Minebea Group to readers worldwide.
- This report has been prepared using the Japanese Ministry of the Environment's *Environmental Reporting Guidelines* (fiscal 2003 version) as a reference.
- Industry terms and other potentially unfamiliar terms are explained on the page on which they first appear.

The following table indicates sections required under the Japanese Ministry of the Environment's *Environmental Reporting Guidelines* (fiscal 2003 version) (unofficial translation) and the page(s) in this report where corresponding sections may be found.

Guidelines	Page(s)
1. Basic Headings	
1. CEO's statement (Overall summary, commitments to society)	2
2. Basis of reporting (Reporting organization, period, fields)	4
3. Summary of nature of business	Inside front cover
2. Summary of Policies, Targets and Achievements in Environmental Protection	
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Tsugio Yamamoto, Representative Director, President and Chief Executive Officer (seated) and Ryusuke Mizukami, Director, Senior Managing Executive Officer, in charge of Environmental Preservation

worked tirelessly to maintain harmony with the environment as well as contribute to its protection and remediation. We are proud of these efforts, but at the same time we recognize the crucial importance of minimizing the burden, both direct and indirect, Minebea products place on the environment and ensuring they are not a cause of environmental degradation.

To these ends, in 1996 we completed an integrated database—the Minebea integrated Material Data Base (MMDB)—and implemented it Groupwide, thereby facilitating the effective management of chemical substances. We have also implemented a Green Procurement Program and taken steps to comply with the RoHS directive, a European Union directive that seeks to regulate the use of substances harmful to human health and safety.

We believe firmly that environmental protection must be more than drawing up an environmental vision and a lot of written rules to obtain certification under ISO 14001 and then leaving them on the shelf to gather dust. Such rules must form the foundation of a continuous quality improvement model. Our environmental protection program represents our efforts to put this belief into action through a Plan-Do-Check-Action cycle.

Going forward, we will strive to respect the views of all Minebea stakeholders and, with the understanding that ensuring harmony with the environment is essential to the ongoing viability of any corporate entity, to translate those views into concrete action. In so doing, we will strive to grow Minebea into a company that is recognized as representing the highest ideals of corporate ethics.

We have prepared this report to facilitate a better understanding of Minebea's basic philosophy of environmental protection as well as its current activities. We welcome your comments and advice regarding the report's presentation or content.

August 2004

The unprecedented number of typhoons to find landfall in Japan this year has been a sober reminder of the powerlessness of human beings against the might of nature.

In the *Kojien*, considered the premier dictionary of the Japanese language, “*shizen*” (“nature”) is defined as “the universe, the power of which exceeds that of humankind.” Nature gives us life and while it may also occasionally trifle with us, it has nourished us throughout the ages. Recognizing this, we believe that the true spirit of environmental protection lies in reverence for and respect for nature and in working to maintain harmony with the environment, rather than try to tame it with technology.

As an industrial concern that conducts the bulk of its manufacturing activities outside of its home country, Minebea has always approached environmental protection as a key management objective and has pursued a variety of initiatives aimed at ensuring it is welcomed by the countries and communities in which it operates. We have taken special care to ensure our manufacturing facilities are built and operated in an ecologically sound manner, and these facilities and our sales offices have

Tsugio Yamamoto
Representative Director,
President and Chief Executive Officer

Ryusuke Mizukami
Director, Senior Managing Executive Officer,
in charge of Environmental Preservation



Minebea

ENVIRONMENTAL PHILOSOPHY

Established August 26, 1993
Revised September 1, 2003

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.

Tsugio Yamamoto
Representative Director,
President and Chief Executive Officer
Minebea Co., Ltd.

Note: The above is an updated version of Minebea's Environmental Charter.

■ **Period under review**

- Fiscal 2004 (Year ended March 31, 2004)
(Some activities that took place subsequent to March 31, 2004, are also included.)

■ **Manufacturing facilities**

- This report covers Minebea Group manufacturing facilities worldwide, all of which are certified under ISO 14001.

>>> **Japan**

Karuizawa Manufacturing Unit

- Karuizawa Factory
- Matsuida Factory
- Saku Factory
- Minebea–Matsushita Motor Corporation (Karuizawa Factory)

Fujisawa Manufacturing Unit

- Measuring Components Division
- Mechatronics Division

Omori Manufacturing Unit

Hamamatsu Manufacturing Unit

- Hamamatsu R&D Center
 - Minebea Electronics Co., Ltd.
 - Minebea–Matsushita Motor Corporation (Hamamatsu Factory)
- NMB Electro Precision, Inc.

>>> **Europe**

United Kingdom

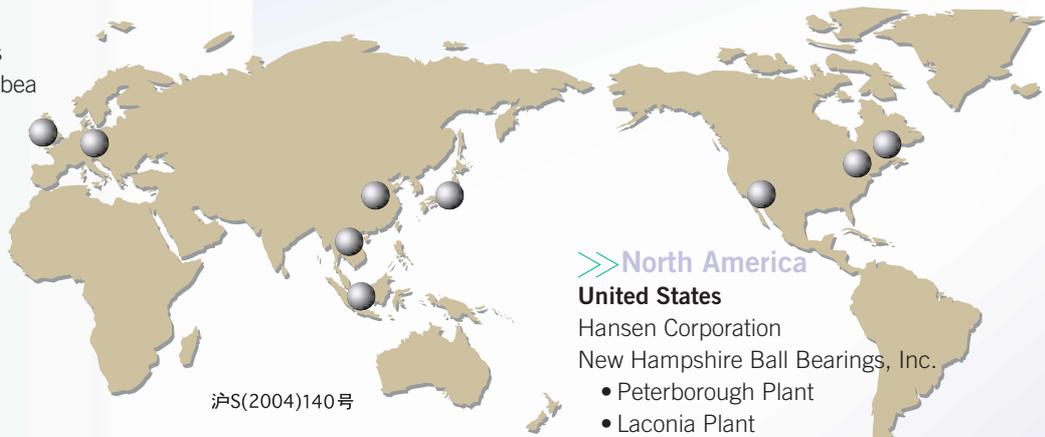
NMB-Minebea UK Ltd.

- Lincoln Plant
- Skegness Plant

Germany

**Precision Motors
Deutsche Minebea
GmbH**

Europe



>>> **North America**

United States

**Hansen Corporation
New Hampshire Ball Bearings, Inc.**

- Peterborough Plant
- Laconia Plant
- Chatsworth Plant

North America

>>> **Asia**

Thailand

NMB Thai Ltd.

Pelmec Thai Ltd.

- Ayutthaya Plant
- Bang Pa-in Plant
- Rojana Plant
- Lop Buri Plant

NMB Hi-Tech Bearings Ltd.

NMB Precision Balls Ltd.

Minebea Electronics (Thailand) Co., Ltd.

Power Electronics of Minebea Co., Ltd.

Thai Minebea–Matsushita Motor Co., Ltd.

- Bang Pa-in Plant
- Lop Buri Plant

Asia

China

**Minebea Electronics & Hi-Tech
Components (Shanghai) Ltd.**

- Shanghai Plant
- Xicen Plant

Shanghai Shun Ding Technologies Ltd.

(expected to obtain ISO certification in December 2004)

Singapore

NMB Singapore Ltd.

- Chai Chee Plant
- Jurong Plant (Press Div./Tool & Die Div.)

Pelmec Industries (Pte.) Ltd.

Minebea has always recognized environmental protection as a top management priority and has taken an active role in addressing related issues. The Corporate Environmental Protection Committee, under the guidance of the director in charge of environmental preservation, currently spearheads environmental protection efforts for the entire Minebea Group. Actual activities are overseen by individual manufacturing unit (MU) environmental protection committees, which proceed in accordance with decisions made by the Corporate Environmental Protection Committee, pertinent legislation and regulations and regional and municipal directives.

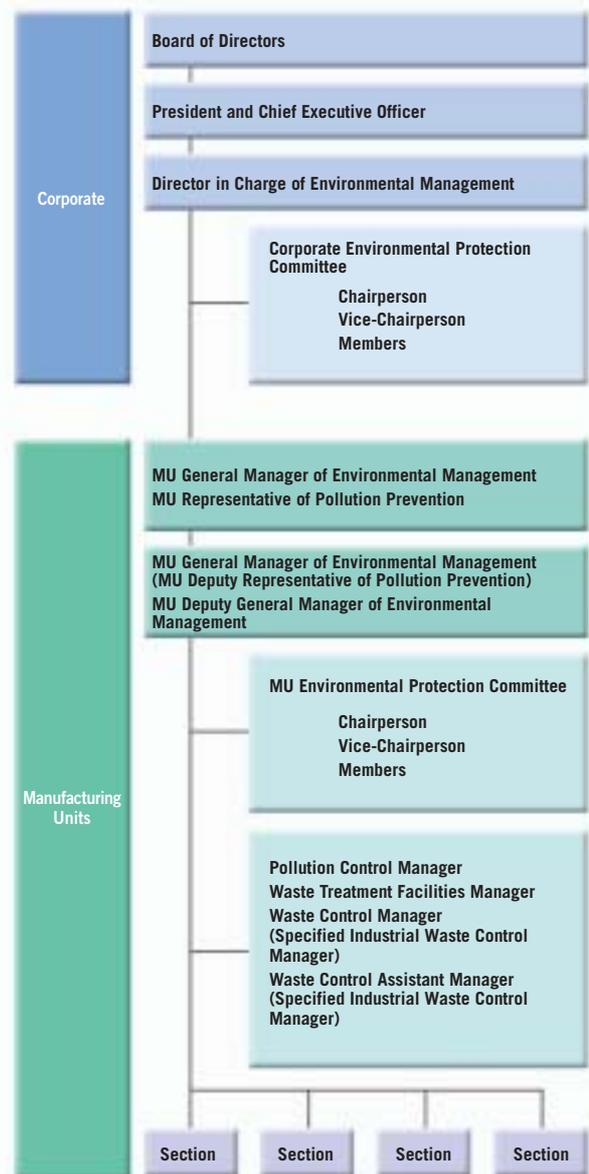


Environmental management meeting (Shanghai)



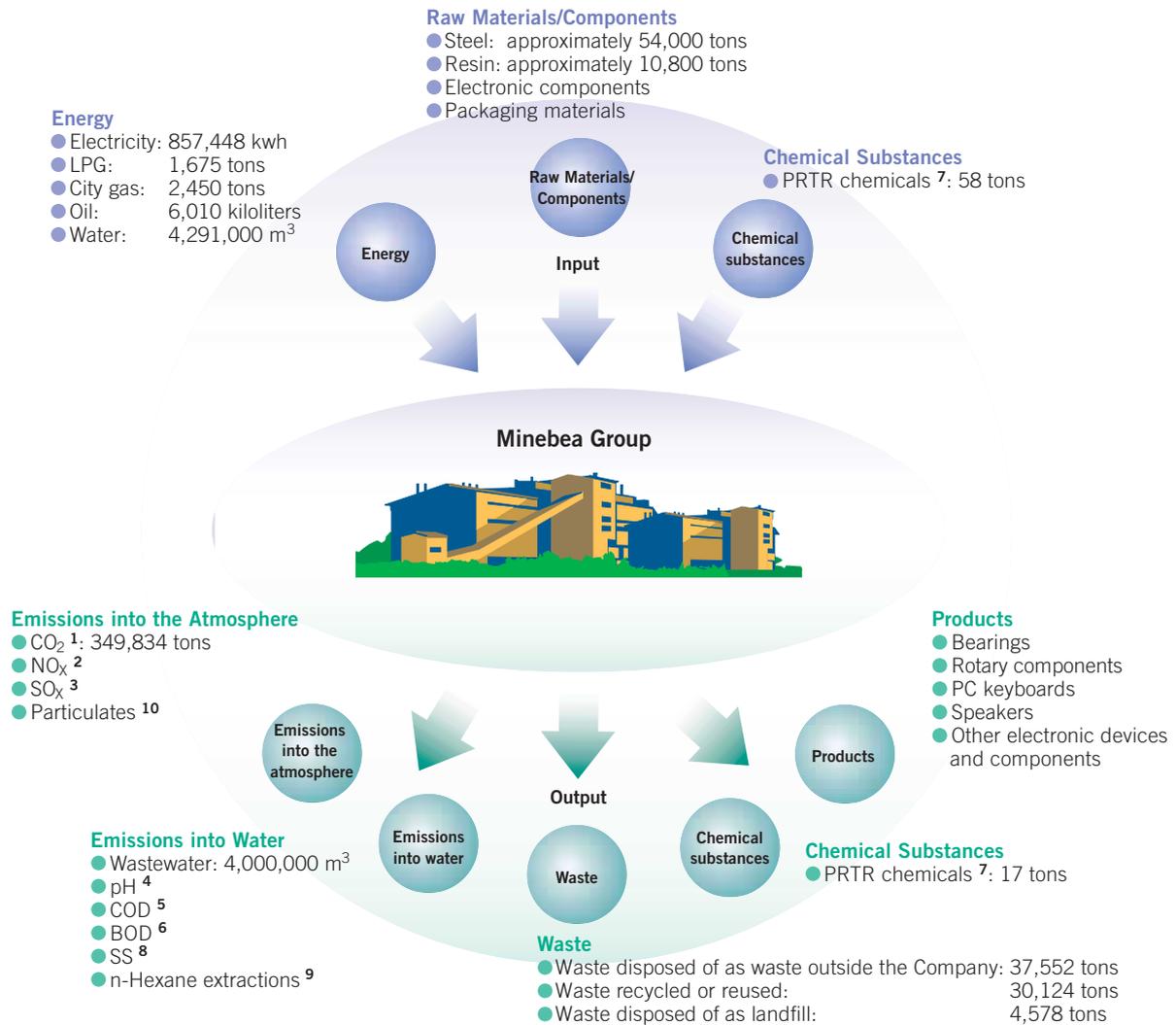
Environmental management meeting (Singapore)

Environmental Management System



Minebea's global presence currently encompasses 27 plants in seven countries and 43 sales offices in 13 countries. Minebea acknowledges that these plants and sales offices exert a burden on the environment. This burden comprises "input," that is, the raw materials, energy and other materials the Company consumes for use in production, and "output," or the CO₂ emissions, industrial waste and products it discharges. The chart below depicts input and output from Minebea's plants in fiscal 2004.

■ Input-Output Flow and Material Balance¹¹



Glossary

- CO₂: Carbon dioxide**
- NO_x: Nitrogen oxides**
- SO_x: Sulfur oxides**

Emissions of CO₂, NO_x and SO_x result from the burning of coal, oil, gasoline and other fuels by, among others, thermal power generation, plant boilers and exhaust emissions from cars and trucks.

4. pH: A solution's pH reading indicates whether it is alkaline or acidic. The pH range is from 0 to 14, with 7.0 being neutral. Anything above 7.0 is alkaline, anything below 7.0 is acidic.

5. COD: Chemical oxygen demand
The amount of oxygen required for oxidation of organic solids in water to CO₂. COD readings can be obtained more quickly than BOD readings, but they are less reliable. COD is commonly used to monitor pollution in effluent discharged into oceans and lakes.

6. BOD: Biological oxygen demand
The amount of oxygen required for the biological oxidation of organic solids in water. The higher the BOD reading, the greater the level of pollution. BOC ratings usually take five days. BOD is commonly used to monitor pollution in effluent discharged into rivers.

- PRTR substances: Substances included in a Pollutant Release and Transfer Register (PRTR)**

In Japan, the Law Concerning the Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management requires companies to register and monitor the release and transfer of designated PRTR substances.

- SS: Suspended solids**
This term refers to matter suspended or dissolved in water or wastewater. The higher the percentage, the greater the water's turbidity.

- n-Hexane extractions**
This term refers to the volume of oils and cleaning fluids extracted from water using the chemical n-Hexane. As used in this report, it denotes the volume of mineral oil extracted using n-Hexane.

- Particulates**
Particulates are microscopic solid matter contained in exhaust gas generated as a result of combustion, heating or chemical reaction.

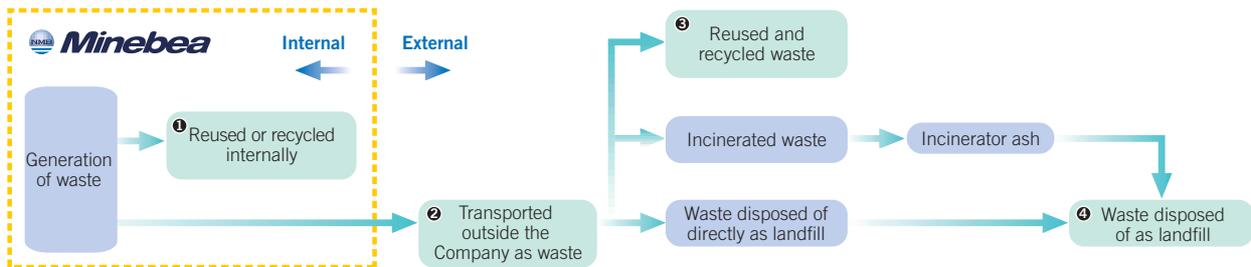
- Material balance**
The net of "input" and "output."

Energy Consumption and Resulting CO₂ Emissions (Fiscal 2003)

Energy	Unit	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Total
Electricity	1,000 kWh	58,017	557,230	110,110	69,170	19,811	1,515	41,595	857,448
Kerosene	Kiloliters	69	2,566	—	—	—	—	6	2,641
Fuel oil	Kiloliters	1,507	—	—	—	—	—	169	1,676
Fuel oil	Kiloliters	10	950	288	—	—	5	—	1,253
Gasoline	Kiloliters	18	417	—	—	—	2	3	440
LPG	Tons	248	1,199	177	—	—	—	51	1,675
City gas	1,000 m ³	539	—	—	—	1,596	59	256	2,450
Water	1,000 m ³	328	3,143	421	219	84	4	91	4,290
CO ₂ emissions	Tons	30,004	221,078	43,574	26,561	10,785	717	17,115	349,834

Waste ¹

	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Total
① Reused or recycled internally	815	153	1,338	388	6	0	27	2,727
② Transported outside the Company as waste	1,582	17,354	8,217	5,844	1,869	45	2,641	37,552
③ Reused or recycled externally	470	15,960	6,204	4,685	598	35	2,172	30,124
④ Disposed of as landfill	280	1,394	0	1,084	1,361	10	449	4,578



Handling and Transfer of PRTR Chemicals (Japan)

PRTR Number	Chemical	Volume Handled	Emissions			Transfer Waste	Plant
			Released into the Atmosphere	Released into Water	Landfill		
69	Hexavalent chromium compounds	1.1	0	0	0	0.1	Fujisawa Manufacturing Unit
144	Dichloropentafluoropane (HCFC-225)	10.8	10.6	0	0	0.2	Karuizawa Manufacturing Unit
232	Nickel compounds	0.8	0	0	0	0.3	Fujisawa Manufacturing Unit
232	Nickel compounds	4.4	0	0	0	1.6	Hamamatsu Manufacturing Unit
311	Manganese and manganese compounds	41.3	0	0	0	15.0	Hamamatsu Manufacturing Unit

Glossary

1. Waste

As used in this report, waste refers to industrial waste, that is, unwanted materials from industrial operations, and includes materials with negotiable value and materials to be recycled.

Minimizing Water and Air Pollution

Concentrations in Water

Karuzawa Manufacturing Unit (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8~8.6	6.0~8.0	8.0	7.8
COD	40	30	7.9	4.4
BOD	40	30	6.9	2.7
SS	60	55	49.0	22.9
n-Hexane extractions	5	5	<1.0	<1.0

Fujisawa Manufacturing Unit (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8~8.6	6.6~7.8	7.5	7.2
COD	60	30	19.0	10.0
BOD	60	30	20.0	11.3
SS	90	10	4.0	2.0
n-Hexane extractions	5	2	2.0	<1.0

Bang Pa-in Plant (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5~9.0	6.5~8.5	8.5	8.0
COD	120	80	65.0	33.8
BOD	20	18	5.0	3.1
SS	50	20	8.0	3.4
n-Hexane extractions	5	5	3.0	1.3

Ayutthaya Plant (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5~9.0	6.5~8.5	8.0	7.7
COD	120	80	32.0	17.3
BOD	20	18	3.0	3.0
SS	50	20	4.5	1.8
n-Hexane extractions	5	5	0.8	0.7



Wastewater treatment facility, Bang Pa-in Plant (Thailand)

Hamamatsu Manufacturing Unit (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8~8.6	6.0~8.0	7.4	7.0
COD	40	20	8.5	5.3
BOD	25	20	2.4	1.4
SS	40	25	7.0	2.6
n-Hexane extractions	5	5	—	<1.0

Shanghai Plant (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	6~9	7~8	8.0	7.8
COD	60	20	17.4	11.4
BOD	15	5	3.5	1.4
SS	70	10	9.0	4.0
n-Hexane extractions	3	1	1.0	0.6

Xicen Plant (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	6~9	7~8	8.0	7.8
COD	60	20	18.9	11.0
BOD	15	5	3.0	1.0
SS	70	10	8.0	3.0
n-Hexane extractions	3	1	1.0	0.6

Lop Buri Plant (Mg/liter)				
	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5~9.0	6.5~8.5	7.8	7.6
COD	120	80	38.0	33.1
BOD	20	18	9.1	7.0
SS	50	20	11.2	6.4
n-Hexane extractions	5	5	2.7	2.3



Wastewater treatment facility, Shanghai Factory (China)

Concentrations in Air

Karuzawa Manufacturing Unit (Absorption 600-ton boiler)					
	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m ³ N	0.3	0.25	0.014	0.011
NOx	ppm	180	150	85	74
SOx	m ³ N/h	1.2	1.0	0.45	0.37

Fujisawa Manufacturing Unit (Sectional hot water boiler)					
	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m ³ N	0.3	0.15	—	<0.01
NOx	ppm	150	80	65	61
SOx	m ³ N/h	0.525	0.250	—	—

Hamamatsu Manufacturing Unit (Absorption chiller heater)					
	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m ³ N	0.3	0.2	—	<0.01
NOx	ppm	180	100	65	62
SOx	m ³ N/h	—	—	—	—

Minebea recognizes accounting for environmental protection efforts using economic indicators as a crucial aspect of management. By applying economic indicators to the costs incurred by these efforts, Minebea strives to ensure its investments are both appropriate and effective. Minebea's environmental accounting system is based on the *Environmental Accounting Guidelines* published by the Japanese Ministry of the Environment. Environmental costs incurred by overseas production bases area also accounted for using these guidelines.

■ Scope

- Period covered: April 1, 2003–March 31, 2004
- Scope of calculations: Minebea and Minebea Group (see page 4)



**Comprehensive wastewater processing facility
(Fujisawa Manufacturing Unit)**

■ Costs of Environmental Protection Activities

Category		Description	(Millions of yen)	
			Investment	Expenses
1.	Business area costs (Environmental protection costs to minimize the environmental burden resulting from manufacturing and service activities within the business area)	See specific entries for a, b and c below.	506	2,788
	Breakdown			
	a. Pollution prevention costs	Costs related to the installation, disposal, maintenance and management of facilities to prevent water and air pollution, others	213	1,106
	b. Environmental protection costs	Installation, depreciation, operating and maintenance costs for ozone-depleting substance (ODS)-free water-based cleaning facilities, others	224	1,351
	c. Resource recycling costs	Waste disposal and recycling equipment, costs, others	69	331
2.	Upstream/downstream costs (Environmental protection costs to minimize the burden of key upstream and downstream operations)	Costs related to the installation of analyzers, analysis of materials as part of the Green Procurement Program, printing and revenue stamp costs for contracts with suppliers, others	9	28
3.	Administration costs (Environmental protection costs stemming from administrative activities)	Personnel, maintenance and management costs for environmental management system, others	13	229
4.	R&D costs (Environmental protection costs stemming from R&D activities)	Costs related to the research and development of ODS-free water-based cleaning facilities, others	1	32
5.	Community activity costs (Environmental protection costs stemming from community activities)	Costs related to greening programs, landscape preservation, others	0	68
6.	Environmental remediation costs (Costs incurred for environmental remediation efforts)	Costs related to soil replacement and the operation, maintenance and depreciation of water-based cleaning facilities, others	0	168
Other costs			0	28
Total			529	3,341

Exchange rates used: S\$1.00=¥64; 1 baht=¥2.7; 1 yuan=¥13.3; £1.00=¥201; €1.00=¥134; US\$1.00=¥110

This section focuses on Minebea's environmental achievements and objectives in fiscal 2003 and objectives in fiscal 2004. For detailed information and specific examples, please refer to the page(s) indicated in the right column.

■ Products

Objectives for Fiscal 2003	Achievements in Fiscal 2003	Objectives for Fiscal 2004	Page(s)
Reduction or Elimination of Hazardous Chemical Substances in Products 1. Eliminate leaded cable insulation and plastic materials Exposed: Achieve by March 2004 Other: Achieve by December 2004 2. Switch to lead-free solder: Achieve by June 2004 3. Eliminate hexavalent chromium for all products except automotive fasteners; Automotive fasteners: achieve by June 2005 4. Eliminate asbestos from electronic clutches and brakes: Achieve by March 2004 5. Promote non-PVC coating materials for speaker boxes	1. Eliminate leaded cable insulation and plastic materials: Achieved 2. Switch to lead-free solder: Ongoing in one area 3. Eliminate hexavalent chromium: Ongoing 4. Eliminate asbestos from electronic clutches and brakes: Achieved 5. Promote non-PVC coating materials for speaker boxes: Ongoing	2. Switch to lead-free solder: Achieve by June 2004 3. Eliminate hexavalent chromium compounds: Achieve for all products except automotive fasteners by December 2004 and for automotive fasteners by June 2005 5. Promote non-PVC coating materials for speaker boxes	14
Reduction of Energy Consumption/Contribution to Prevention of Global Warming	1. Contribute to environmental improvement by increasing precision of ball bearings 2. Develop and commercialize LCD lighting devices 3. Develop and commercialize backlight inverters for LCDs to facilitate higher resolution and efficiency	Ongoing	15
Green Procurement	1. Eliminate hazardous substances from all procured parts	1. Publish <i>Minebea Green Procurement Guidelines</i> 2. Commence full-scale implementation of green procurement	17
Environmentally Sound Distribution	1. Reduce distribution lead times and switch to transport methods with minimal energy requirements	Expand use of transport methods with minimal energy requirements	16

Note: The objectives presented herein were formulated based on certain assumptions. Please note that the Company's actual performance may vary significantly from any particular objective, owing to various factors. Persons interested in transactions with Minebea are advised to contact the appropriate person in charge in advance.

Plants

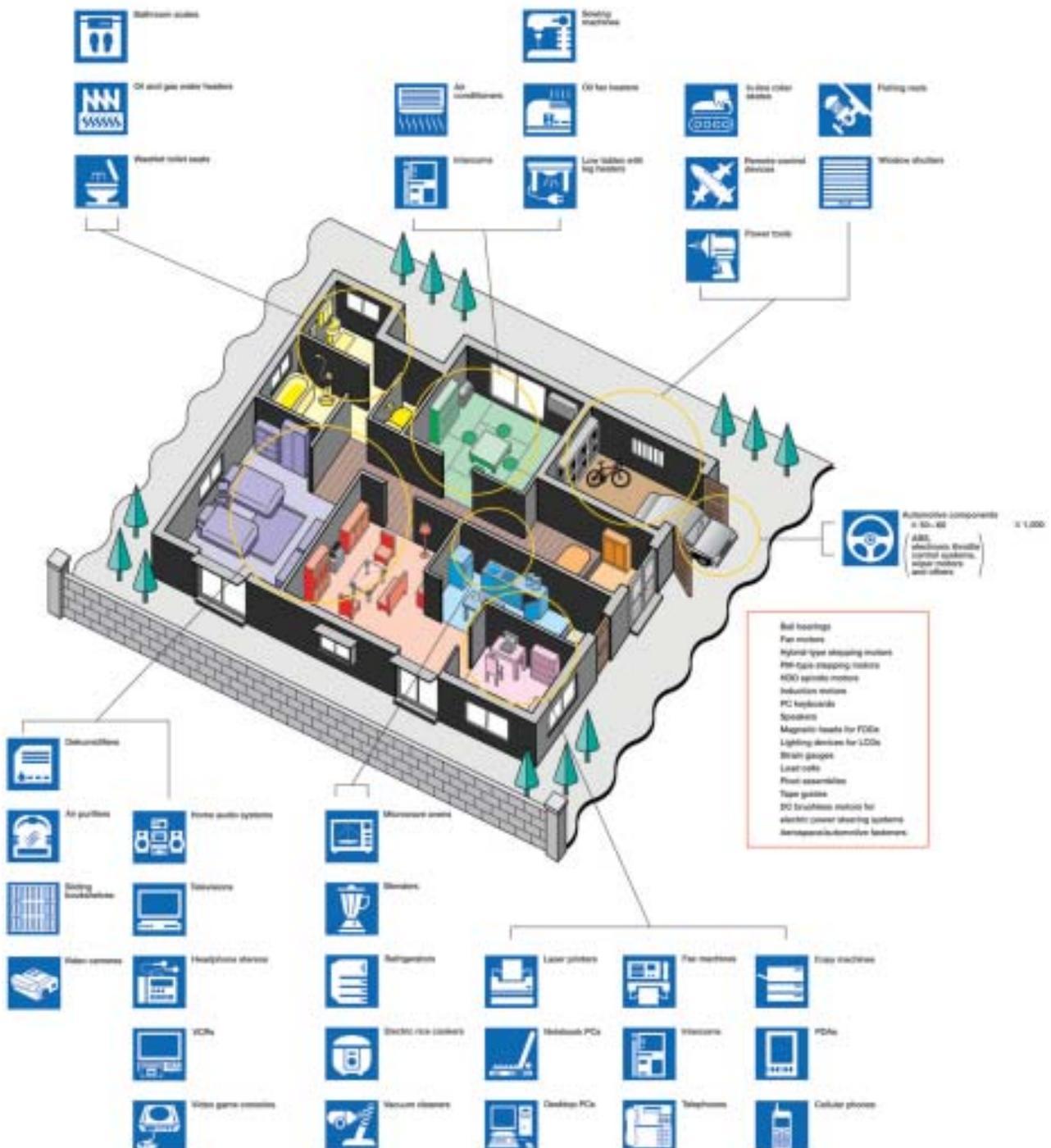
Objectives for Fiscal 2003	Achievements in Fiscal 2003	Objectives for Fiscal 2004	Page(s)
Rehabilitation of Contaminated Soil and Groundwater Observe the environmental laws and regulations of each of the countries in which we have plants	1. Resolve contamination caused by chlorinated organic solvents a. Purify groundwater (Karuizawa and Fujisawa manufacturing units and site of former Ichinoseki Factory): ongoing	1. Observe environmental laws and regulations 2. Continue to implement measures at plant sites found to be contaminated	18
Prevention of Damage to the Ozone Layer Switch to air conditioners that do not use ODSs when installing new or replacing existing units		Switch to air conditioners that do not use ODSs when installing new or replacing existing units	—
Promotion of "3R" Compatibility for Waste Reduce total waste output 15% from the fiscal 2002 level by March 2006 (For detailed information on waste output, please refer to page 7.)	1. Reduce disposal of waste as landfill Fiscal 2003 volume: 4,578 tons	1. Reduce total waste output 15% from the fiscal 2002 level by March 2006 2. Determine total waste output from all plants, including those in the United States and Europe	7 19
Prevention of Water Contamination Observe environmental laws and regulations	1. Japan: All plants have brought contamination below levels stipulated by local laws and regulations 2. Thailand: All plants have brought contamination below levels stipulated by local laws and regulations 3. China: All plants have brought contamination below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8 20
Prevention of Air Pollution Observe environmental laws and regulations	Japan: All plants were below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
Reduction of Energy Consumption/Contribution to Prevention of Global Warming Lower energy consumption (per unit of production) 1% annually	1. Energy consumption at plants worldwide Fiscal 2003: 857,448 kWh 2. Implement measures to lower energy consumption. Examples: <ul style="list-style-type: none"> • Switch to compressors with inverters • Switch to light fixtures with inverters 	Lower energy consumption (per unit of production) 1% annually	7 19
Management of Chemical Substances	Develop MMDB-II, Minebea Group chemical substance management database	1. Expand use of MMDB-II 2. Produce English-language version of MMDB-II	7 19
Establishment of Pollution Patrol Programs Continue to implement and improve regular patrols	1. Implement environmental patrols covering plants as well as surrounding areas 2. Conduct regular audits of waste processing service providers	1. Continue to implement and improve regular patrols 2. Conduct regular audits of waste processing service providers	20

Other Areas

	Objectives for Fiscal 2003	Achievements in Fiscal 2003	Objectives for Fiscal 2004	Page(s)
Education	New employees Ongoing	Implement environmental education programs for new recruits	Ongoing	22
	In-house training (auditors) Ongoing	Implement training program for in-house environmental auditors: Fiscal 2003: 18 in Japan (cumulative total: 120)	Ongoing	22
	Basic employee education Ongoing	Provide regular environmental education for all employees	Ongoing	—
	Emergency response training Ongoing	Implement fire, oil leak drills	Ongoing	22
Environmental Communications	Present information on environmental protection efforts Publish Minebea Group Environmental Report	1. Present information on environmental protection efforts on the Minebea web site 2. Publish Minebea Group Environmental Report 2003	Ongoing	23
	Communication with local communities Continue to communicate with local communities	Make Minebea Group Environmental Report 2003 available to the public via municipal offices in communities where plants are located	Ongoing	—
Community Activities	Clean-up programs Ongoing	Organize clean-up programs around plant sites	Ongoing	—
	Tree-planting/Greening of plants Ongoing	Implement/participate in programs at plants and sales offices	Ongoing	21
	Support for local environmental protection efforts Provide support for local environmental protection efforts	Implement/participate in programs at plants and sales offices	Ongoing	—
	Environmental protection funds Shanghai–Minebea Environmental Protection Fund (Established April 1, 1996) Increase fund to Rmb 11.0 million (approximately ¥165.0 million) Continue to use fund to assist local environmental protection activities	1. Use fund to support tree-planting programs 2. Use fund to support riparian works near plants	Continue to use fund to assist local environmental protection activities	24

Minebea's ball bearings, fan motors, electronic devices and components and other precision products are used in a wide range of applications in the home and office, as well as in the aerospace and automotive industries. It is estimated that, for example, between 100 and 200 small-sized ball bearings are used in the average home. Ball bearings are bearings that contain rolling elements, that is, balls, which minimize friction, thus enabling devices to spin smoothly. In today's increasingly sophisticated, information-driven society, miniature ball bearings are required in ever-greater numbers for advanced home and office electronic equipment and are contributing to efforts to develop models that are smaller and use less energy.

■ Minebea Products: Essential to Modern Lifestyles



■ Reduction or Elimination of Hazardous Chemical Substances in Products

>> Ensure Bearings Comply with RoHS Directive

Minebea's ball bearings are used extensively in PCs, printers, copiers and other information and communications equipment, as well as in video cameras and other household electronic equipment. Minebea began taking steps early to eliminate substances banned under the RoHS directive¹ from its bearings and has succeeded in achieving this goal.



>> Eliminate Asbestos in Magnetic Clutches and Brakes

Electronic clutches transmit or intercept rotational force from an engine or motor, while electronic brakes control, slow and stop it. Rotational force is transmitted, intercepted, controlled, slowed or stopped via a lining of friction material. Until recently, one of the most commonly used friction materials has been asbestos, a known carcinogen. As of March 2004, Minebea completed a switch to asbestos-free friction materials in its magnetic clutches and brakes.



>> Eliminate Hexavalent Chromium

Fasteners for automobiles are often coated with anticorrosion coatings called chromates. Chromates contain hexavalent chromium, which is considered a hazardous chemical substance and is banned under the European Union (EU) ELV directive². The Fujisawa Manufacturing Unit, Minebea's production base for fasteners, has introduced equipment for processing chromates without using hexavalent chromium and has targeted the elimination of hexavalent chromium from its automotive fasteners by June 2005.



Glossary

1. RoHS (Restriction of Hazardous Substances) directive

An EU directive banning the use of lead, mercury, cadmium, hexavalent chromium and polybrominated biphenyls (PBB) in electrical and electronic equipment brought to market after July 1, 2006.

2. ELV (End-of-Life Vehicles) directive

An EU directive aimed at reducing environmental impact and improving the recyclability of end-of-life vehicles by banning the use therein of lead, mercury, cadmium and hexavalent chromium. (Certain components and the retroactivity of this directive are still under consideration.)

■ Reduction of Energy Consumption/ Contribution to Prevention of Global Warming

>> Helping Ball Bearings and FDBs Contribute to a Healthier Environment

A ball bearing's precision depends on the raceway roundness of its inner and outer rings, sphericity of the balls used and the quality of the materials used in its various parts. Minebea's constant efforts to improve its performance on all fronts has enabled it to set the global standard for ball bearing precision.

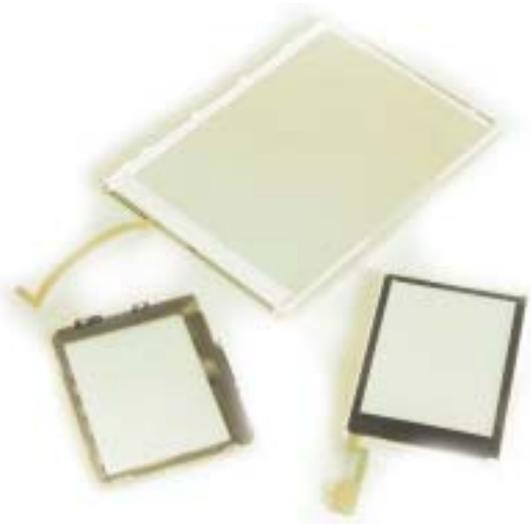
Minebea's machining and maintenance technologies cultivated in the half-century since its establishment, together with its highly efficient production line layout, facilitate the production of all the ball bearing parts it uses in-house.

The outstanding precision and quality of Minebea's bearings is contributing not only to higher levels of precision for information and communications equipment, automobiles and other applications, but also to longer product lives and lower energy and resource consumption.



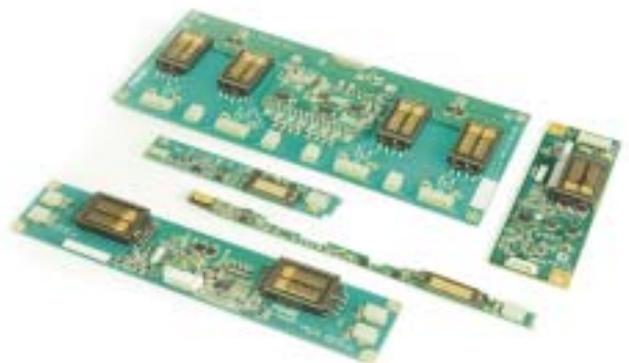
>> Lighting Devices for LCDs

Minebea manufactures lighting devices for LCDs used in cellular phones, portable game machines, PDAs¹ and other small mobile devices. These lighting devices involve front and backlights, both of which comprise white light-emitting diode (LED) chips—facilitating superb brightness, low energy consumption and a long product life—and micro-order prisms, ensuring unparalleled precision and quality.



>> Backlight Inverters

Backlight inverters are essential components of LCD units. With the market shifting to 50-inch LCD televisions, from 20-inch models, demand is increasing for longer and larger cold cathode fluorescent lamps, the light source used in backlights. Minebea has responded by developing control integrated circuits (ICs) and leakage transformers to significantly lower energy consumption and improve reliability, thereby facilitating the production of larger backlight inverters.



· Glossary

· 1. PDA (Personal digital assistant)

· PDAs are handheld personal data terminals.

Environmentally Sound Distribution

>> Energy-Efficient Transport

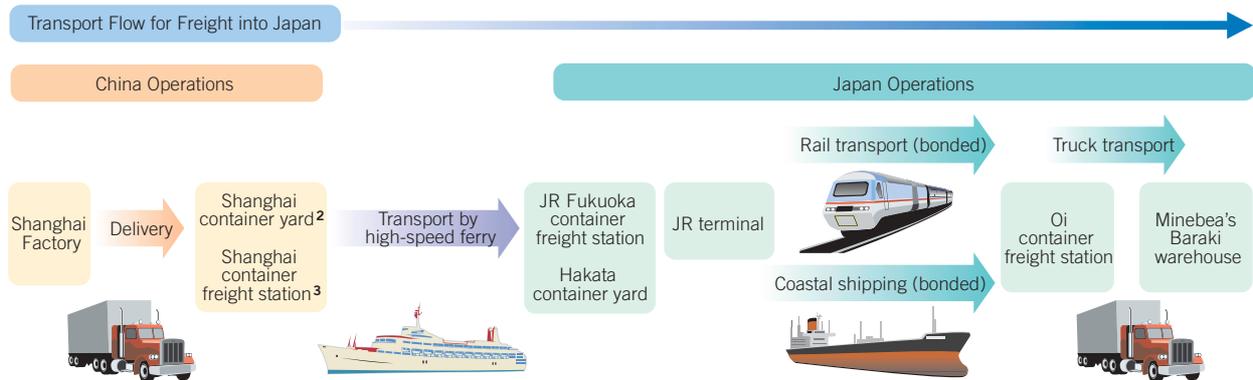
The lead time for transporting¹ exported products, equipment and materials between Japan and China by container ship is generally about 15 days. In April 2004, Minebea switched to using a high-speed ferry between Shanghai and Hakata and Japan Railways (JR) rail freight between Hakata and Tokyo, reducing the lead time to eight or nine days while at the same time using less fuel and releasing less CO₂ into the atmosphere. This was made possible by the introduction of a new roll-on, roll-off (RORO) ferry, which facilitates direct loading and unloading of containers by trailer, obviating the need for gantry cranes.

CO₂ Emissions Per Unit of Production for Standard Freight Transport Modes

	(g-CO ₂ /ton kilo)
Rail transport	21
Coastal shipping	40
Air (domestic)	1,483
Company vehicles	178
Company vehicles (compact)	819

Source: Data comparing CO₂ emissions per ton per kilometer, published by Japan's Ministry of Land, Infrastructure and Transport, 2000.

This table compares CO₂ emissions per unit of production for standard freight transport modes published by Japan's Ministry of Land, Infrastructure and Transport. As these figures show, emission levels for rail transport and coastal shipping are considerably lower than those for air transport and are thus seen as more environmentally sound choices.



RORO Ferry

Facilitates direct loading and unloading of containers by trailer, obviating the need for gantry cranes



Glossary

1. Transport lead time

Period from commencement of arrangements through to transfer into Minebea warehouse.

2. Container yard

Container storage facility designated by the shipping company.

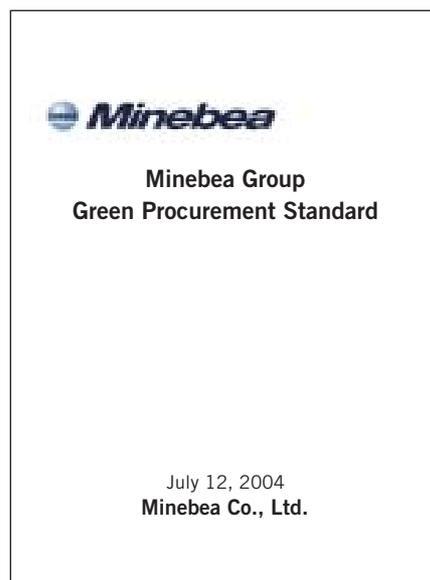
3. Container freight station

Station where the shipping company transfers loaded freight to shipping containers.

Minebea's Green Procurement Program focuses on the purchase of materials and parts that are ecologically sound, that is, raw materials and parts that contain no hazardous substances and the production of which does not result in emissions of hazardous substances.

■ **Publication of Minebea Green Procurement Guidelines**

The concept of Green Procurement is commonly accepted by manufacturers in the electrical and electronic equipment and automotive industries, Minebea's two main client industries. Minebea ensures its ability to respond to the requirements of customers by limiting its procurement to green suppliers. To this end, in July 2004 the Company published *Minebea Green Procurement Guidelines* and distributed copies to suppliers to communicate its specific requirements for environment-friendly materials.



■ **Ban on Hazardous Substances**

In accordance with directives, laws and regulations in Japan, the EU and elsewhere, Minebea has banned the use of a number of hazardous substances in the parts, materials and packaging it uses. (For certain of these substances, Minebea has set separate limitations on scope and period of the ban.) For further information, please refer to *Minebea Green Procurement Guidelines*.

Chemical Substances Banned in Products from Suppliers

Heavy Metals and Metal Compounds
1. Cadmium and cadmium compounds
2. Hexavalent chromium compounds
3. Lead and lead compounds
4. Mercury and mercury compounds
5. Tributyltin oxide (TBTO)
6. Tributyl tin (TBT)
Triphenyl tin (TPT)
Halogen System Organic Compounds
7. Polybrominated biphenyls (PBB)
8. Polybrominated diphenyl ether (PBDE)
9. Polychlorinated biphenyls (PCB)
10. Polychlorinated naphthalenes (PCN)
11. Short-chain chlorinated paraffins
Others
12. Asbestos
13. Azo colorants (azo compounds)
14. Ozone-depleting substances (ODSs)
15. Radioactive substances
16. Formaldehyde
17. Dioxins
18. Polyvinyl chloride (PVC) and PVC compounds

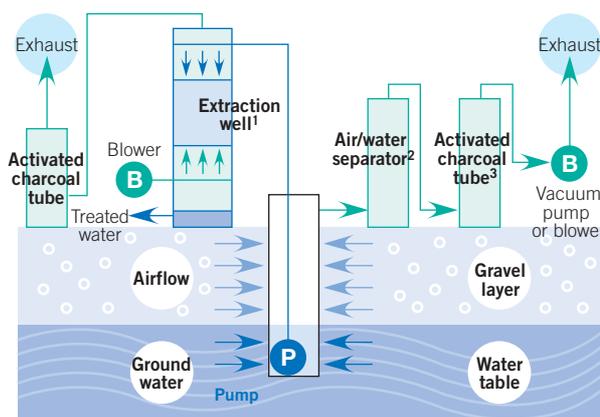
“Minebea’s manufacturing activities depend on the communities in which its plants are located. Accordingly, we must strive to contribute to these communities and to not be a burden on them.” These words were spoken in June 1993 by then-president Goro Ogino at a meeting of the Corporate Environmental Protection Committee. Today, this conviction is shared by all Minebea Group companies and serves as a guideline for environmental protection and other efforts at Group plants.

■ **Rehabilitation of Contaminated Soil and Groundwater**

>> **Cleanup of Contamination from Organic Chlorinated Solvents**

The superb cleaning capabilities of tetrachloroethylene, trichloroethylene and other organic chlorinated solvents supported their widespread, long-term use in cleaning processes for precision components, PCs and electronic components. However, because these solvents are heavier than either water or air, leakage from facilities and containers—in the form of liquid and vapor—has resulted in significant accumulations in soil and groundwater.

Because it had previously used organic chlorinated solvents in its manufacturing processes, Minebea conducted voluntary inspections of its plants in Japan. These inspections confirmed contamination at the Karuziwa and Fujisawa manufacturing units, the site of the former Ichinoseki Factory and the Omori Manufacturing Unit. Minebea promptly informed local authorities of the results of its inspections and, in line with directives issued thereof, implemented cleanup measures. The principal methods in use here are two-phase extraction and air stripping. These efforts have contributed to a significant improvement in contamination levels at all three facilities.



Dual-phase extraction and air stripping system

Glossary

1. **Extraction well**
Extracted groundwater is drawn up and discharged into the well from the top, while air is driven up from the bottom. The airflow strips solvent contaminants from the groundwater.
2. **Air/water separator**
This device is used to separate the airflow into vapor and water.
3. **Activated charcoal tube**
The airflow is passed through a tube of activated charcoal, which adsorbs the contaminants.

■ **Activities of Overseas Subsidiaries**

>> **New Hampshire Ball Bearings, Inc. (NHBB) (Chatsworth Plant)**

U.S. subsidiary NHBB’s plant in Chatsworth, California, currently saves more than 52,000 gallons (approximately 197,000 liters) of water annually by using specific recycling and water reduction activities. The plant is also engaged in a number of other activities aimed at preserving the environment. These include:

- Recycling solvents on site
- Separating paper, computer batteries, pallets, scrap metal, green waste, cans and cardboard for recycling
- Recycling rinse water used in surface treatment of ball bearing components using an ion exchange system
- Treating ion exchange backwash water on-site to facilitate recycling
- Taking steps to lower emissions of volatile organic compounds (VOCs), which dropped to 3.5 tons in 2002, from 11 tons in 1999.



NHBB’s Chatsworth Plant

In recognition of these and other activities, in December 2003 California’s Department of Toxic Substance Control announced it had selected the Chatsworth Plant as a recipient of its award for exemplary pollution prevention activities implemented in 2003.

■ **Reduction of Waste Output/“3R” Activities**
 >> **Dynamic Filtration System for Lubricating Oil Used in Fastener Production (Fujisawa Manufacturing Unit)**

Production processes for fasteners require a significant amount of lubricating oil. To extend the useful life of lubricating oil, thereby reducing consumption, the Fujisawa Manufacturing Unit has introduced a dynamic filtration system. In fiscal 2004, this system contributed to a 15,000-liter reduction in the amount of lubricating oil used at the Fujisawa Manufacturing Unit and to a considerable decrease in manufacturing costs.



Dynamic filtration system (Fujisawa Manufacturing Unit)

■ **Reduction of Energy Consumption/Contribution to Prevention of Global Warming**
 >> **Switch to Compressors with Inverters (Hamamatsu Manufacturing Unit)**

In June 2003, the Hamamatsu Manufacturing Unit switched to compressors with inverters in its Energy Center. The new compressors use approximately 40% less electricity than the units they replaced.

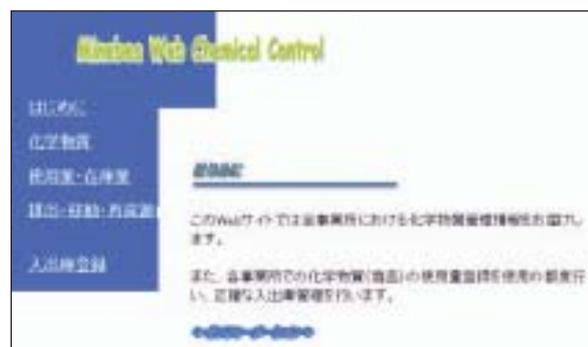


New compressors with inverters (Hamamatsu Manufacturing Unit)

■ **Management of Chemical Substances**
 >> **MMDB-II Chemical Substance Management Database (Minebea Group)**

Minebea has developed its own advanced web-based chemical substance management database. Each plant, sales office and division is required to register the chemical substances it uses in the database, as well as incoming and outgoing inventories, thereby facilitating the effective management of amounts used and stored.

The database also enables automated calculation of the amount of PRTR chemicals used and stored, and provides links to pertinent material data safety sheets (MSDSs¹) for easy access. The database is currently available in Japanese only, but Minebea is in the process of developing an English-language version.



Minebea's chemical substance management database

Glossary

1. Material data safety sheet (MSDS)

An MSDS is designed to provide parties taking delivery of a particular chemical substance with information on the substances' nature, as well as on hazards and proper procedures for handling or working with the substance.

■ **Prevention of Water Contamination**
➤ **Reuse of Water Resources (Fujisawa Manufacturing Unit)**

The Fujisawa Manufacturing Unit's comprehensive wastewater processing facility, which was established in fiscal 2003, processes oily wastewater generated during production and returns it to a state that enables reuse. In fiscal 2004, the facility processed 6,400 tons of wastewater, resulting in a cost reduction of ¥2.43 million.



Comprehensive wastewater processing facility (Fujisawa Manufacturing Unit)

■ **Other Activities**
➤ **Regular Audits of Waste Processing Service Providers (Karuzawa Manufacturing Unit, Others)**

Minebea conducts regular audits of companies it subcontracts to provide disposal, recycling and other waste processing services. These audits involved annual scheduled on-site inspections of waste processing facilities and manifests, recycled products and other items contained in a detailed checklist. If service providers fail to meet audit criteria, Minebea fulfills its responsibility as a waste-generating manufacturer by requesting improvements and monitoring measures implemented in response.



Minebea auditors and representative of subcontractor



On-site inspection

➤➤ **Greening of Plant Site (Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.)**

Minebea Electronics & Hi-Tech Components (Shanghai)'s Shanghai Factory is located near Lake Daishan-hu, the principal source of drinking water for Shanghai's residents. As this area is a famous tourist spot, the company has installed state-of-the-art wastewater processing facilities and established green areas over more than 30% of the site it occupies. Minebea Electronics & Hi-Tech Components (Shanghai) has also built an artificial pond on its site that simulates the natural habitat of herons and other wild birds.

Company name:	Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.
Site area:	495,834 m ²
Plant floor space:	90,203 m ²



Factory buildings surrounded by rape blossoms in full flower (Shanghai Factory)

➤➤ **Support for Suppliers' Environmental Management Systems (Hi-Tech Division, NHBB)**

In April 2004, the Hi-Tech Division of NHBB received an Environmental Merit Award from the U.S. Environmental Protection Agency (EPA) in recognition of its efforts to help its suppliers implement effective environmental management systems.

Realizing that its suppliers have a major impact on the environment, NHBB partnered with the U.S. EPA's New England Office to train nine of its suppliers in New England in the development and implementation of environmental management systems. This pilot project included six months of training and offered participating companies such incentives as closer relations with senior NHBB management and preferred supplier status if they established environmental management systems.

NHBB has been a member of the U.S. EPA's National Environmental Performance Track program since 2000. Since then, the company has devoted extensive efforts to improving the environment.



NHBB employees (center) and U.S. EPA officials, U.S. EPA Environmental Merit Award ceremony

Minebea provides a variety of environmental education programs for its employees with the aim of maintaining and improving its environmental management system, enhancing employee skills and minimizing the impact of environmental emergencies.

>> **Training Program for In-House Environmental Auditors**

To enhance the capabilities of in-house environmental auditors, Minebea provides annual training programs for employees. These programs are instructed by accredited in-house auditors and comprise two days of intensive instruction on, among others, ISO 14001 audit procedures, global environmental issues, environment-related technologies, environmental laws and internal auditing methods. At the end of the two days, students divide into teams to review the program and present and debate conclusions, and attend a lecture by the director in charge of environmental preservation.

Employees who complete the program are presented with certificates of completion by the director in charge of environmental preservation. As of the fiscal 2004 year-end, Minebea had 120 qualified in-house environmental auditors.



Lecture by the director in charge of environmental preservation



Fieldwork

>> **Educational Programs for New Recruits**

As part of their initial group training program, new recruits attend lectures on Minebea's Environmental Protection Principle, environmental management system and environmental protection efforts. These lectures are aimed at raising the environmental awareness of these individuals, both as responsible members of society and employees.

After the program, recruits must prepare reports on specific topics covered in these lectures, a task that demands a solid understanding of environmental protection efforts.



Lecture for new recruits by the chairperson of the Corporate Environmental Protection Committee

>> **Environmental Emergency Drills (Karuzawa Manufacturing Unit)**

Minebea conducts extensive emergency earthquake, fire and oil spill drills every year at its domestic and overseas plants. These drills encompass the impromptu establishment of an on-site command center, which directs the actions of employees.

With the aim of ensuring the safety of its employees, Minebea has installed magnetic card-activated access control systems at all of its plants. Minebea has also adopted a system that enables it to monitor the whereabouts of employees in the event of an evacuation.



Drill Committee



Oil spill drill



System for monitoring the whereabouts of employees in the event of an evacuation

Corporate entities today must respond to public demand for information on their environmental protection efforts and achievements. Minebea provides extensive information to the public via its web site and its annual environmental report.

>> **Information on Environmental Efforts on the Minebea Web Site**

The Minebea web site features information on current environmental protection efforts, as well as the Environmental Protection Principle and a history of efforts to date.

http://www.minebea.co.jp/english/company/company_top.html

For inquiries and comments on Minebea's environmental efforts, please see the back cover of this report.

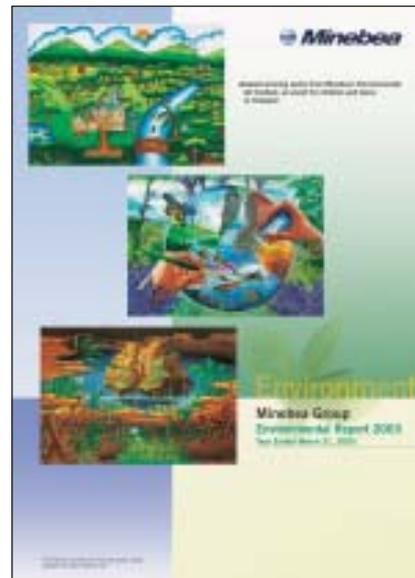


Top page of Minebea's web site

>> **Publication of the Minebea Group Environmental Report**

In recent years, companies have come under increasing pressure to disclose information on their efforts to incorporate environmental protection efforts into their business activities. In 2003, Minebea published its first annual Group environmental report.

To ensure that future editions of its environmental report are as useful and informative as possible, Minebea included a brief questionnaire for readers. Responses were received from a broad spectrum of readers. A summary of their comments can be found on page 25.



Minebea Group Environmental Report 2003

Minebea is working with national and municipal authorities, educational institutions and other organizations with the aim of contributing to environmental protection and the creation of a sustainable, recycling-oriented society.

>> **Fire Engine Donation (Minebea Electronics & Hi-Tech Components (Shanghai))**

To commemorate the 10th anniversary of its establishment, on May 20, 2004, Minebea Electronics & Hi-Tech Components (Shanghai) donated two fire engines to the Qingpu District, Shanghai, where the company is situated.

- Recipient: Qingpu District authorities
- Vehicles donated: Dong Feng 153 (with high-pressure pump) (one)
Isuzu (one)
- Total value of donation: Rmb 920,000 (approximately ¥12 million)



One of two fire engines donated by Minebea Electronics & Hi-Tech Components (Shanghai)

>> **Shanghai–Minebea Environmental Protection Fund**

In April 1996, Minebea Electronics & Hi-Tech Components (Shanghai) established the Shanghai–Minebea Environmental Protection Fund with the aim of helping preserve the quality of the water in Lake Daishan-hu. As of June 2004, the fund stood at Rmb 11.0 million (approximately ¥165 million). Accrued interest from the fund is used to finance a variety of activities, including riparian works near the company's Shanghai Plant and greening projects.



Trees grown from saplings donated by the fund



Riparian works funded by the Shanghai–Minebea Environmental Protection Fund

>> **Donation of Environmental Accounting-Related Materials to University (Thai Operation)**

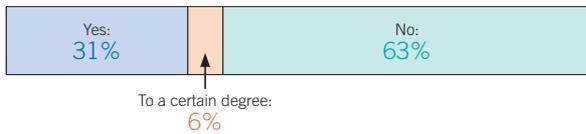
The Minebea Group, including its Thai Operations, has used environmental accounting to facilitate a qualitative assessment of its environmental protection activities. In line with its commitment to contributing to local communities, in fiscal 2004 Minebea's Thai Operations donated environmental accounting-related materials to the Faculty of Commerce and Accountancy of Thailand's prestigious Chulalongkorn University. These materials were used for a presentation on environmental accounting at the Group's Thai Operations, which was given in May 2004 at an Environmental Management Network (EMAN) Europe conference at the University of Luneberg in Germany.



Dr. Daungmanee Komaratat (left), who spoke on environmental accounting at Minebea's Thai Operations at the EMAN conference in May 2004

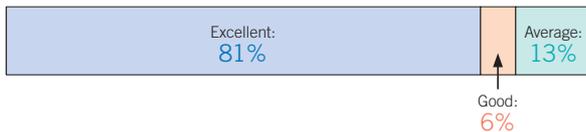
A significant number of readers responded to the questionnaire included in the Minebea Group Environmental Report 2003. Reader responses were considered in the development of the 2004 report. The following is a breakdown of these responses.

1. Before reading this report, were you aware of Minebea's environmental protection efforts?



2. How would you evaluate the Minebea Group's 2003 Environmental Report?

>> Content



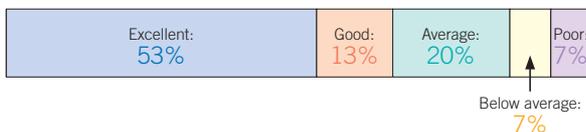
>> Length (No. of Pages)



>> Design



>> Readability



3. What sections of the report did you find interesting? (Multiple selections possible.)

Respondents found the following sections interesting:

- Corporate Information
- Principal Products
- Environmental Accounting
- Environmental Education
- Environmental Philosophy
- Environmental Burden

4. Based on the report, how do you evaluate Minebea's environmental protection efforts?



5. Please indicate your interest in the report.





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Additional information on Minebea's environmental efforts is available in English at:

<http://www.minebea.co.jp/english/company/business/environment/charter/charter.html>



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